



Board Work Session of the Board of Directors  
**BANKS SCHOOL DISTRICT 13**  
Banks, OR  
Monday, August 14, 2023

**Note:** The District will endeavor to provide the following services if requested 48 hours prior to the meeting: qualified bilingual interpreters or qualified sign language interpreters. These services are provided at no cost to recipient. To obtain services, call 503-324-8591 at least 48 hours prior to this meeting.

1. Preliminaries
2. Presentation & Discussion
3. Adjourn

# Banks School District Board of Directors

**Work Session**  
**August 14<sup>th</sup>, 2023**  
**3:30 pm**

Key Issue <ul style="list-style-type: none"><li>Facility/Bond</li></ul>	Resources <ul style="list-style-type: none"><li>Estimates from Scott Rose</li><li>Estimate from Carol S</li><li>Plan from 360</li><li>Carol and David Join</li></ul>	Carol Joins Scott joins	3:30-500

## I. Assessments of Current Facilities

### A. Facilities Assessments via the TAP Grant.

1. Currently in progress (Scott Rose). BSD has been presented with an initial draft demonstrating the facilities needed across the full campus.
2. Final Drafts expected in the coming weeks.

### B. Seismic Analysis

1. Completed by [Miller Engineering and Soderstrom Architecture](#). Funded via an additional TAP grant (likely \$5-8K over grant award)
  - a) High School Gym and Music Room - Detailed assessment, including submission of a Seismic Rehabilitation Grant.
  - b) "Barn Gym" and Administration Center
    - (1) Includes a narrative of costs for required repair work.

## II. Proposed Campus Plan

### A. [New enrollment projections](#). (considers East Banks to add (~1850 homes by 2038))

1. Elementary school:
  - a) 655 students
  - b) 156 students higher than the 2019 peak
2. Middle school:
  - a) 343 students
  - b) 35 students lower than the 2016 peak
3. High school:
  - a) 462 students
  - b) 59 students higher than the 2016 peak
4. Total enrollment:
  - a) 1,461 students
  - b) 266 students higher than the 2016 peak

### B. Comprehensive Campus Plan

1. Developed by Soderstrom Architecture during the Spring of 2023. Includes an [initial description of a phased approach](#) with Phase one addressing the most immediate needs (high school and admin center)
2. An [initial estimate](#) put a Phase One budget @ ~\$60M.

## III. Finance Plan

### A. Three pronged approach

1. Private Donations/Foundation - primarily aimed at athletics. BSD continues to look for individuals interested in organizing foundation efforts.
2. State and Federal Grants
  - a) Federal (generally in the \$100K to \$3M range for specific needs.)
    - (1) Currently in a consortium to apply for Federal Energy Grants (HVAC). Estimated Spring 2025 for project start.
    - (2) State -
      - (a) OSCIM - \$6M bond matching program.

- (i) Applications must be submitted on [December 15 for a May 2024 Election](#)

(b) Seismic Rehabilitation (\$2.5M)

### 3. Local Construction Bond

- a) [Latest estimates](#) include raising \$40 - \$60M with an assumed growth of both 50 and 100 new homes per year for 10 years.
  - (1) \$40 M would require a tax **increase** (from the current rate of \$1.83/\$1000 assessed) of approximately:
    - (a) \$1.90 (50 Homes)/ \$1.60 (100 homes)
  - b) \$60 M would require a tax **increase** (from the current rate of \$1.83/\$1000 assessed) of approximately:
    - (1) \$3.50 (50 Homes)/ \$3.10 (100 homes)
  - c) Most districts have a bond rate of between \$2.00 - \$3.00/\$1000
    - (1) FG recently passed a rate of \$3.67/\$100
  - d) [Strategies 360 as our PR consultant](#)

### 4. Track and Field Update

- a) Resurfacing of the track will occur in the fall of 2023
  - (1) Coaches, HS admin, students have been involved in the planning
  - (2) Proposal from Beynon Sports
    - (a) Complete Resurfacing and asphalt repair (not replacement)
    - (b) Traditional Red color on ALL existing track surfaced
  - (3) Includes prep work for a potential move of lighting when Kelly Field is resurfaced
- b) Remaining Pressure Points
  - (1) Erosion in the SE and NW corners.
    - (a) Curbing/Retaining wall to be constructed in Summer 2024
  - (2) SE Drainage and Banks Creek Culvert
    - (a) AKS/Pihl assisting with scoping the current drain and mapping the culvert
      - (i) Late Summer/Fall 2023
    - (b) In contact with CWS
      - (i) Not a public drain, so public funds are not available for Culvert Replacement
    - (c) In contact with ODFW
      - (i) Coastal Cutthroat Trout distinction.

August 8, 2023

Dr. Brian Sica, Superintendent  
Banks School District  
12950 NW Main Street  
Banks, OR 97106  
(503) 324-8591  
brians@banks.k12.or.us

Re: A/E Professional Services – Seismic Assessments (Multiple)  
Project Number: 23015

Dr. Sica,

Thank you for this opportunity to continue our planning work with the Banks School District. This proposal is for professional services to provide a Seismic Assessment of multiple District buildings and a portion of the Banks high school.

We understand the District was awarded a Technical Assistance Program (TAP) grant for Seismic Evaluations of your existing buildings, with the intent of using this report to prepare and submit for seismic grant funds available from Business Oregon. We understand the additional TAP grants (Facilities Assessment, Long-Range Facilities Plan) were also awarded and will be updated by Scott Rose of R & C Management.

This proposal is for evaluation and documentation to provide the **Seismic Assessment**, in order to meet the TAP grant requirements for reimbursement by the Oregon Department of Education (ODE). This will involve a brief evaluation of all district buildings and the condition of their systems and envelope.

This scope will include the **seismic evaluation of a portion of three different buildings / areas of existing buildings**. Additionally, we will be preparing a grant application for one of the building, the High School Gym. This building portion is intended to be submitted to business Oregon's Seismic Rehabilitation Grant Program (SRGP) and will target approximately \$2.5M in scope. The following page lists a more detailed scope list by building.

# Soderstrom Architects

Scope Understanding: Banks High School Gym, Music Room:

- Full Seismic Rehabilitation Grant (SRG) program application.
- Independent cost estimating as required for application.
- Complete Business Oregon's "Benefit-Cost Analysis" form.
- Preliminary structural design, Tier I analysis.
- Architectural narrative for repair work required.

Scope Understanding: Banks High School "Barn" Building:

- Feasibility study to bring building up to current code and made safe for continued use.
- Seismic evaluation of existing structure, foundation and roof.
- Architectural evaluation for bringing building up to current accessibility code.
- Narrative costs for repair work required (architectural, mechanical, etc.).

Scope Understanding: Banks School District – Administrative Office Building:

- Feasibility study to bring building up to current code and made safe for continued use.
- Seismic evaluation of existing structure, foundation and roof.
- Architectural evaluation for bringing building up to current accessibility code.
- Narrative costs for repair work required (architectural, mechanical, etc.).

We propose to provide these services on a lump sum basis, billed as a percentage of completion, per the amounts detailed below:

Fee:

Banks High Gym + Music Room:	\$15,050
Banks High Barn Building:	\$8,100
District Office:	\$6,300
Total Requested Additional Services:	\$29,450

Reimbursables: \$2,000 (estimated)

Please refer to the attached fee breakdown and consultant proposals for additional information on the specific fee listed above.

By signing below, you accept this amount and agree to the terms listed above.

# Soderstrom Architects

Thank you again for this opportunity to continue to collaborate with you and your District team on this very crucial project. Please let me know if you have any questions.

Sincerely,



Marlene Gillis, AIA, President  
Soderstrom Architects Ltd.

Accepted by:

*Brian Sica*

August 14, 2023

Signature

Date

Dr. Brian Sica, Superintendent  
Banks School District

Cc:

Scott Rose, R&C Management

enc:

Fee Breakdown – Soderstrom Architects

Proposal – Miller Consulting (Structural)

Proposal – Construction Focus (Cost Estimating)

Hourly Rates – Soderstrom Architects

# Soderstrom Architects

Client: **Banks School District**  
 Job Name: **Seismic Assessments**  
 Document: **Fee Summary Dashboard**  
 Project Number: **23015**  
 Date: **August 9, 2023**



BANKS SCHOOL DISTRICT

Traditional Basic Fees	Total - ALL	Banks High Gym	Barn Building	District Office	Consultant
Architectural	\$ 5,200	\$ 2,200	\$ 1,600	\$ 1,400	SDRA
Civil	\$ -	\$ -	\$ -	\$ -	Excluded
Mech / Elect / Plumbing	\$ -	\$ -	\$ -	\$ -	Excluded
Structural	\$ 19,300	\$ 7,900	\$ 6,500	\$ 4,900	Miller
<b>Subtotal:</b>	<b>\$ 24,500</b>				

Expanded Services	Total - ALL	Banks High Gym	Barn Building	District Office	Consultant
Acoustical	\$ -	\$ -	\$ -	\$ -	N/A
Interior Design	\$ -	\$ -	\$ -	\$ -	N/A
Hardware	\$ -	\$ -	\$ -	\$ -	Vendor
Kitchen Consultant	\$ -	\$ -	\$ -	\$ -	N/A
Landscape	\$ -	\$ -	\$ -	\$ -	N/A
Cost Estimating	\$ 4,950	\$ 4,950	N/A	\$ -	Const Focus
Land Use	\$ -	\$ -	\$ -	\$ -	N/A
<b>Subtotal:</b>	<b>\$ 4,950</b>				

<b>Total:</b>	<b>\$ 29,450</b>	\$ 15,050	\$ 8,100	\$ 6,300
Reimbursables:	\$2,000 (estimated)			



**MILLER**  
CONSULTING  
ENGINEERS

August 9, 2023

Banks School District  
Brian Sica, Ed.D  
[brians@banks.k12.or.us](mailto:brians@banks.k12.or.us)

Soderstrom Architects  
Marlene Gillis AIA, ALEP, LEED AP, CCS  
[marleneg@sdra.com](mailto:marleneg@sdra.com)

**Subject:           Project Name: Banks School District Seismic Assessment**  
**Project Address: Banks, OR**  
**MCE File #: 230806**

Dear Brian and Marlene,

Thank you for considering Miller Consulting Engineers, Inc. to provide a fee estimate for an ASCE 41-17 Tier 1 evaluations in support of the Seismic Rehabilitation Grant Program and rapid visual observations. Our firm has completed over 1,000 building evaluations and investigations, including ASCE 41-17 seismic evaluations, and our unique style of mini-teaming ensures timely completion of the project at hand.

**SCOPE OF WORK**

The following services will be included in the evaluation for **Banks H.S. Gym and Music Rooms**

- One (1) Post-Evaluation Meeting
- Two (2) review Meetings
- Building Review (as required to gather additional information)
- Confirmation of Existing Conditions of the Primary Structural System (based on previous rapid visual evaluation completed in 2007)
- Preparation of ASCE Deficiency Checklist
- ASCE 41-17 Tier 1 Checklist
- Deficiency Mapping with Locations
- Preparation of Findings/Report

Upon completion of the ASCE 41-17 Tier 1 evaluation, our office will provide a final report which will include, at a minimum, the following:

1. Executive Summary
2. Scope and Intent
3. Site and Building Data
4. Matrix/master plan assessing priorities for seismic upgrades
5. ASCE 41-17 Tier 1 Checklist

The following services will be included in the evaluation for **the Administration Building**

- One (1) Post-Evaluation Meeting
- Building Review (as required to gather additional information)
- Confirmation of Existing Conditions of the Primary Structural System (based on new rapid visual evaluation)
- Preparation of Findings/Report

Upon completion of the rapid visual evaluation, our office will provide a final report which will include, at a minimum, the following:

1. Executive Summary
2. Scope and Intent
3. Site and Building Data
4. Matrix/master plan assessing priorities for seismic upgrades
5. Preliminary engineer estimate of probable structural upgrade construction cost

The following services will be included in the evaluation for **the Old Barn Gymnasium**

- One (1) Post-Evaluation Meeting
- Building Review (as required to gather additional information)
- Confirmation of Existing Conditions of the Primary Structural System (based on previous rapid visual evaluation completed in 2007)
- Preparation of Findings/Report

Upon completion of the updated rapid visual evaluation, our office will provide a final report which will include, at a minimum, the following:

1. Executive Summary
2. Scope and Intent
3. Site and Building Data
4. Matrix/master plan assessing priorities for seismic upgrades
5. Preliminary engineer estimate of probable structural upgrade construction cost



Banks School District Seismic Assessment  
 Project Number: 230806  
 August 9, 2023  
 Page 3 of 3

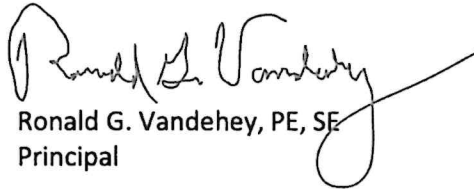
**STRUCTURAL ENGINEERING FEE PROPOSAL**

School	Deliverables	Structural Engineering Fee
<b>Banks H.S. Gym and Music Rooms</b>	ASCE 41-17 Structural Report Tier 1	\$7,900
<b>Administration Building</b>	Rapid Visual observation and reporting	\$6,500
<b>Old Barn Gymnasium</b>	Updated report of deficiency based on update rapid visual observation	\$4,900

Thank you for your consideration. If you have any questions regarding the items presented in this proposal, or require further clarification, please feel free to contact me.

Respectfully,

**Miller Consulting Engineers, Inc.**



Ronald G. Vandehey, PE, SE  
 Principal





June 26, 2023

Marlene Gillis  
Soderstrom Architects  
1331 NW Lovejoy Street, #775  
Portland, OR 97209

## Cost Estimating Fee Proposal, Revision #1

**Project Name:** Banks School District - High School Gyms & Music Room SRG Project #2

**Project Description:**

1. Seismic retrofit of Banks High School (Gyms and Music Room Only)
  - a. Existing 18,000 sf 1-story concrete tilt building with 4,500 sf Mezzanine
  - b. The preliminary construction budget is \$2.5M (approx. \$1.8M construction cost).

**Services:**

Conceptual Design: Provide one "Line Item" cost estimate

**Inclusions:**

All structural work items typically included within a general contractor's scope of work.  
Participation in virtual design meetings that relate to the construction costs

**Exclusions:**

- Soft costs (including design fees, permits, testing, and SDC's).
- ROM pricing
- Modular office systems, cubicles, furniture, and furnishings.
- Alternates, options, or phases
- Shop equipment, lifts, cranes, storage tanks, and storage racks
- Providing separate estimates for multiple project areas and/or phases.
- Estimate reconciliation with another cost estimating company, a general contractor, or a CMGC.
- Reconciling with the owner's budget
- Historical renovations, temporary relocation costs
- Life-cycle cost analysis, hazardous materials abatement

**Cost Estimating Fee Proposal:** \$4,950.00  
(four thousand nine hundred fifty dollars)

**Billing Rates for additional work:**

Chief Estimator	\$140.00/Hr
Estimator #3	\$130.00/Hr

**Notes:**

The cost estimate will be done in CSI Unifomat  
Construction Focus, Inc. will attend required meetings virtually  
Construction Focus, Inc. is not restricted in providing information to contractors about upcoming bidding opportunities.

**Insurance:**

Construction Focus, Inc. carries these types and levels of insurance:

- General liability: \$1MM/ea + \$2MM aggregate
- Automobile liability: \$1MM combined limit
- Professional liability: \$2MM/ea + \$4MM aggregate
- Umbrella liability: \$2MM/ea + \$2MM aggregate
- Worker's Compensation: \$1MM/ea + \$1MM limit

The company can provide higher levels of insurance coverage for an additional fee.

**Schedule:** After the client and Construction Focus, Inc. (CFI) agree to a starting date and after CFI has received all the relevant design documents, CFI will complete the cost estimate in 10 business days.  
The CFI office will be lightly staffed and no estimating work will occur between December 22, 2023 and January 1, 2024.

This cost estimating fee proposal will remain valid for 90 days after submission. If any portion of this project is delayed for more than 6 months those delayed portions of the contract will be re-negotiated.

For each design phase Construction Focus will be supplied with all the relevant design documents at one time, before the cost estimating process begins. If information is supplied in phases the delivery of the cost estimate will be delayed accordingly and additional billing will be done on an hourly basis.

Respectfully submitted,  
CONSTRUCTION FOCUS, INC.



By Steve Gunn, President

Accepted by:

Date: \_\_\_\_\_

# Soderstrom Architects

## SCHEDULE OF CHARGES

All work completed by Soderstrom Architects, Ltd. on a time and material basis will be billed in accordance with this Schedule of Charges.

Principal	\$240
Senior Project Manager	\$190
Project Manager II	\$175
Project Manager I	\$160
Senior Architect / Designer	\$190
Architect III	\$175
Architect II	\$140
Architect I	\$125
Designer III	\$145
Designer II	\$120
Designer I	\$115
Design Assistant	\$105
Senior Interior Designer	\$185
Interior Designer III	\$145
Interior Designer II	\$125
Interior Designer I	\$115

Reimbursable expenses will be billed at 1.1 x direct cost including: fees of any required consultants, postage, mileage, printing, reproduction, and governmental fees directly related to the project.

These rates are to remain in effect for 12 months after the contract execution date. Updated rates may be implemented thereafter and will be reflected on progress billings.

2



## MEMORANDUM

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DATE: July 28, 2023

TO: Joe Schiewe  
HOLT HOMES

FROM: Jon Spikkeland, Brendan Buckley  
JOHNSON ECONOMICS, LLC

SUBJECT: Impact of East Banks Development on Student Enrollment in Banks School District

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JOHNSON ECONOMICS was asked by Holt Homes to estimate the future enrollment impact to the Banks School District of the build-out of remaining residential lands in the East Banks area, including the proposed Quail Valley/Van Dyke subdivision in Banks, Oregon.

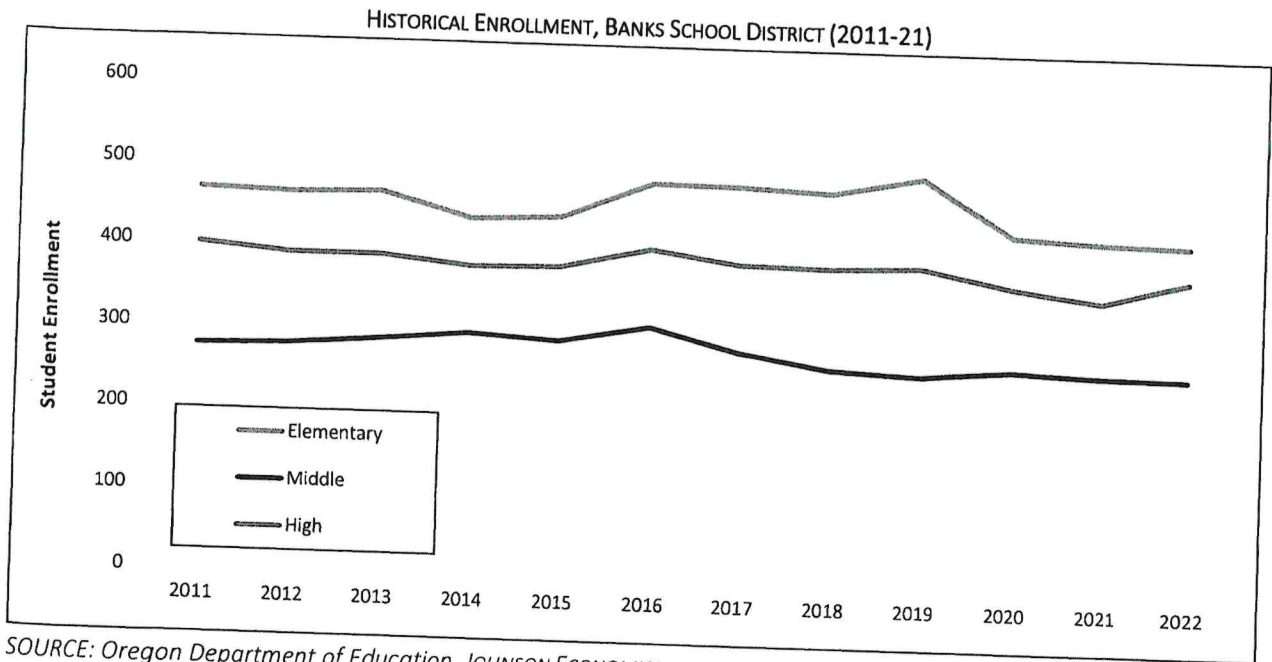
For the purpose of this analysis, the Quail Valley/Van Dyke project is assumed to accommodate 1,062 at maximum density, with roughly 80% of these units being detached homes (839 units), and 20% of these units being attached homes (223 units), with the first homes being occupied in the summer of 2026. The remainder of the East Banks Area, defined as the residentially zoned areas between NW Banks Rd., NW Aerts Rd., Highway 6, and the railroad right of way which runs NW by SE through the city, is estimated to accommodate an additional 522 homes at maximum density.

This amounts to a total build-out of 1,584 homes, being roughly 70% detached, and 30% attached in the total East Banks area. These homes would represent a 64% household increase in the district (2,375 currently, according to Census Bureau), and will take well over a decade to be developed.

In the following memo, we document current enrollment trends and estimate future enrollment in the District. We project enrollment without any new housing supply, as well as enrollment with the buildout of East Banks included. To inform discussions about capacity, we then compare projected future enrollment peaks to historical peaks.

### HISTORICAL ENROLLMENT TRENDS

Enrollment in Banks School District has stabilized in recent years after falling during the height of the COVID pandemic. Pre-COVID, the elementary and high school levels had flat trends, while the middle school level was trending down. COVID caused declines at the elementary and high school levels, while the middle school level was close to unchanged. 2020 enrollment fell an estimated 7% from the year prior, while 2022 enrollment remains 11% below the prior peak (2016). As of fall 2022, all three levels had enrollment well below their pre-COVID peaks, which occurred in 2016 at the middle- and high-school levels and in 2019 at the elementary level.



SOURCE: Oregon Department of Education, JOHNSON ECONOMICS

### KEY ENROLLMENT FACTORS

Over the long term, the two most important factors for student enrollment are household formation/migration and births. As a proxy for household growth in Banks, we use assessor data on new housing, which show only 44 new homes built over the past 10 years. The majority of these (38 homes) were completed in 2020, and thus likely helped to partially offset COVID-driven enrollment declines. Birth data is only available on the county level. Despite relatively strong population and household growth in Washington County, the number of births has continued to decline in recent years due to falling birth/fertility rates. This is in line with broader trends, reflecting steadily falling birth rates since the foreclosure crisis and ensuing recession in the late 2000s.

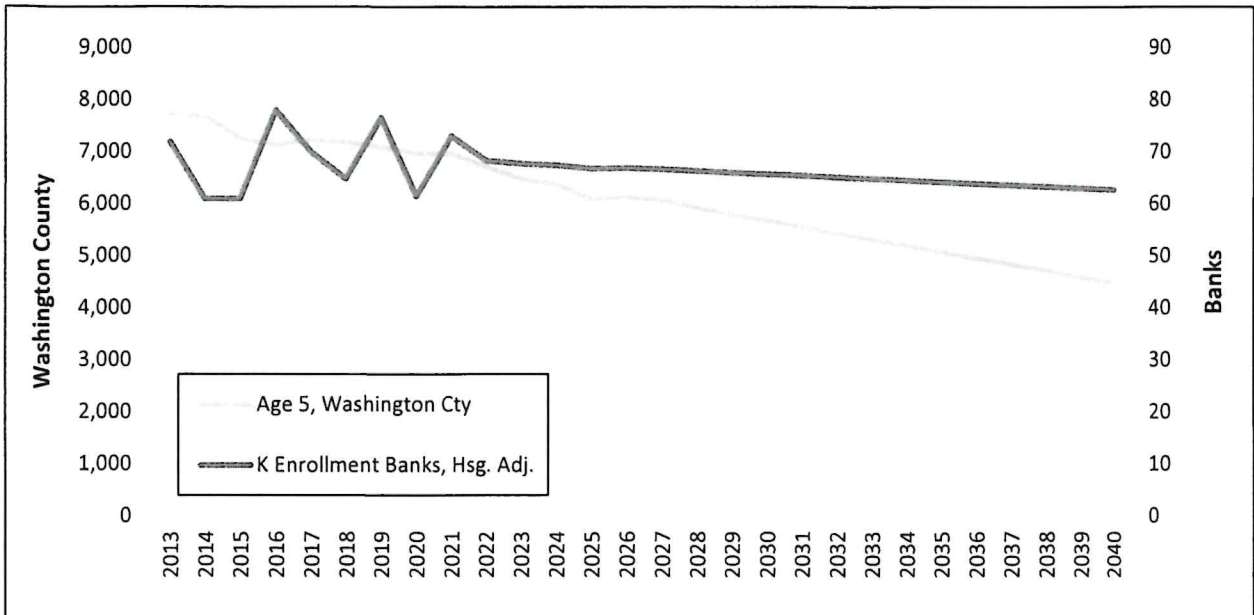
More recently, COVID and divisive social/political issues have been significant short-term factors, causing families to shift from public schools to homeschool and private schools. Though the pandemic may fade, some long-term effects are expected to remain in the form of additional preference for homeschool – similar to the increased preference for remote work – due to greater acceptance, availability of better tools and systems, and a renewed focus on family life during the pandemic. The social and political aspects are also expected to continue to affect public enrollment.

### METHODOLOGY

This analysis includes a simplified enrollment forecast without individual projections for the factors discussed above. However, the simplified methodology incorporates all the factors indirectly. We use the historical correlation between Washington County births (and number of five-year-olds five years later) to kindergarten enrollment in Banks. Ignoring the year-to-year variability, Banks has seen relatively stable kindergarten enrollment relative to the declining county population of five-year-olds, though with a slightly declining trend since the mid-2010s – also before COVID.



MODELING OF FUTURE KINDERGARTEN ENROLLMENT, BANKS SCHOOL DISTRICT



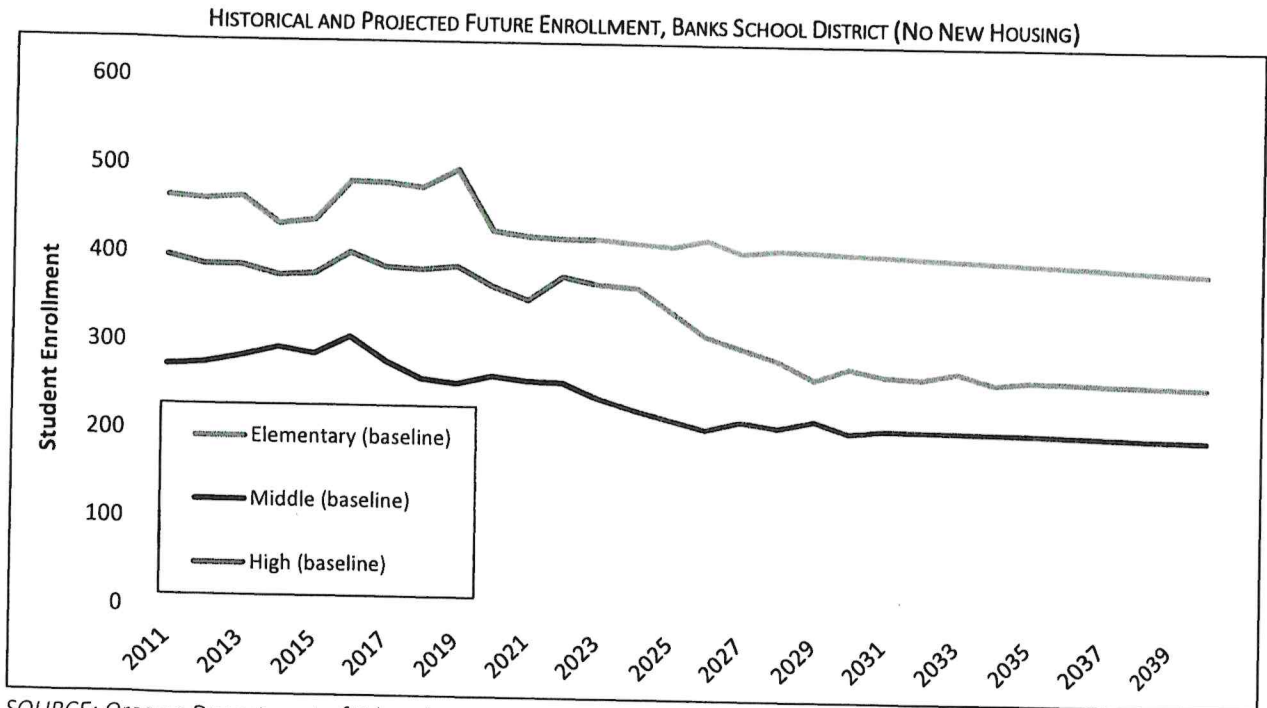
SOURCE: CDC, Washington County, Oregon Department of Education, JOHNSON ECONOMICS

Adjusting for the positive enrollment impact of new housing in Banks in recent years, and extrapolating the current county birth trend, we assume the same relationship between these variables over the next 10 years. By including the last two years affected by the pandemic when establishing the historical correlation, the effective assumption built into the forecast is that 70% of the negative impact from COVID and social issues on enrollment in the last two years will remain over the coming 10 years (enrollment 7% below pre-COVID trend). With these assumptions, we forecast a slight decline in kindergarten enrollment over the next 10 years.

When modeling enrollment at higher grade levels, we rely on grade progression factors. These are calculated by comparing enrollment at a specific grade in year one to enrollment one grade up in year two. These factors fell well below the long-term average in 2020, due to COVID, but were well above the long-term average in 2021, as many students returned. A number of new homes were completed in Banks in 2020, and in order to estimate grade progression without new housing, we adjusted the factors for 2020 and 2021 using Washington County student generation factors (calculated from Census microdata samples). For the forecast, we use adjusted grade progression averages over the last five years. Again, the inclusion of 2020 and 2021 factors results in the built-in assumption that 70% of the COVID impact will remain.

**ENROLLMENT FORECAST – NO NEW HOUSING**

The following chart shows the result of the modeling for Banks School District, estimating future enrollment by school level without any new housing within the district. The elementary level is projected to remain close to current enrollment, while the middle and high school levels are projected to see declines as the graduating larger classes are backfilled by smaller classes.



### ENROLLMENT FORECAST – WITH EAST BANKS

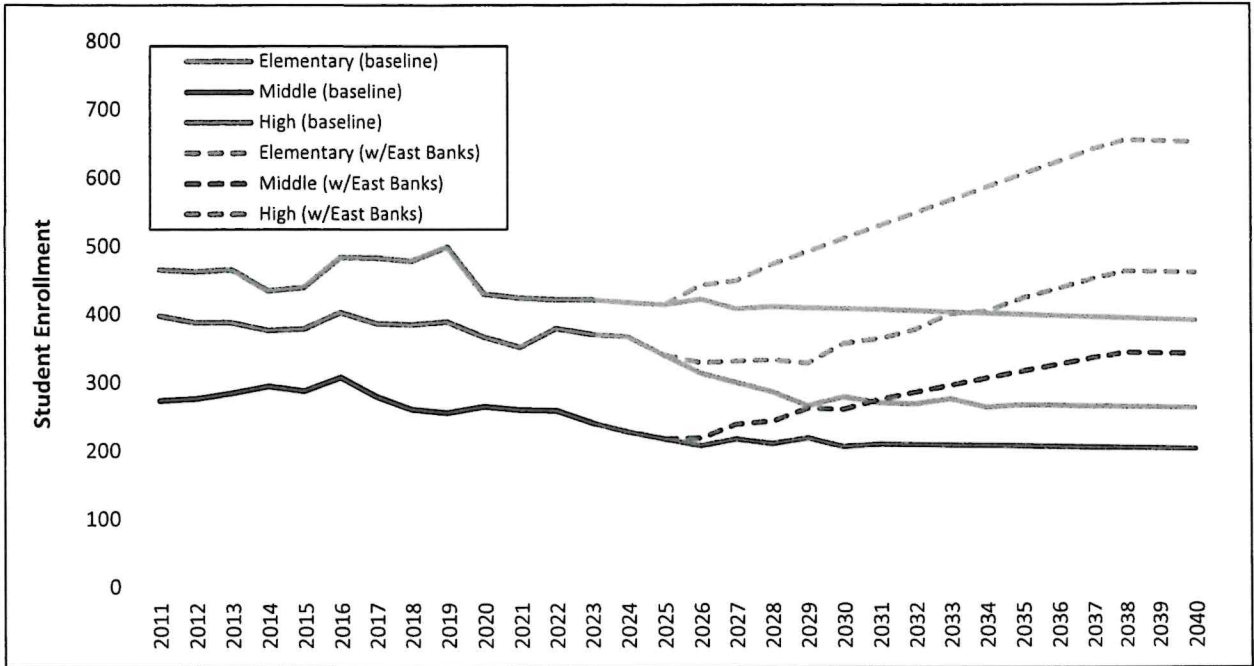
In order to estimate the impact of the East Banks Development, we use Washington County public school student generation factors calculated from Census microdata samples (2016-20 averages). For every detached home, these reflect 0.19 elementary students, 0.10 middle school students, and 0.15 high school students. For attached homes, they reflect 0.14 elementary students, 0.7 middle school students, and 0.10 high school students. Moreover, we assume the completion of 125 homes annually, 88 detached and 37 attached, for a total of 1,854 homes over 13 years, with the first move-ins in 2026. As these represent averages over the 2016-20 period, they reflect a partial COVID impact. In order to represent the same assumption regarding long-term impacts, we reduce these by 5.5%. The results are charted on the next page.

At complete buildout of the 1,854 homes in 2038, East Banks is projected to have generated 598 students in the Banks School District: 261 elementary students, 139 middle-school students, and 198 high school students. Disregarding the impact of other potential housing completed over this period, this indicates the following peak enrollment in 2038:

- Elementary school:
  - 655 students
  - 156 students higher than the 2019 peak
- Middle school:
  - 343 students
  - 35 students lower than the 2016 peak
- High school:
  - 462 students
  - 59 students higher than the 2016 peak
- Total enrollment:
  - 1,461 students
  - 266 students higher than the 2016 peak



HISTORICAL AND PROJECTED FUTURE ENROLLMENT, BANKS SCHOOL DISTRICT, w/EAST BANKS BUILDOUT



SOURCE: Oregon Department of Education, JOHNSON ECONOMICS



THE STUDENT



Banks School District

Learning for Life

# BANKS HIGH SCHOOL MASTER PLANNING

Soderstrom Architects



## Meeting Agenda

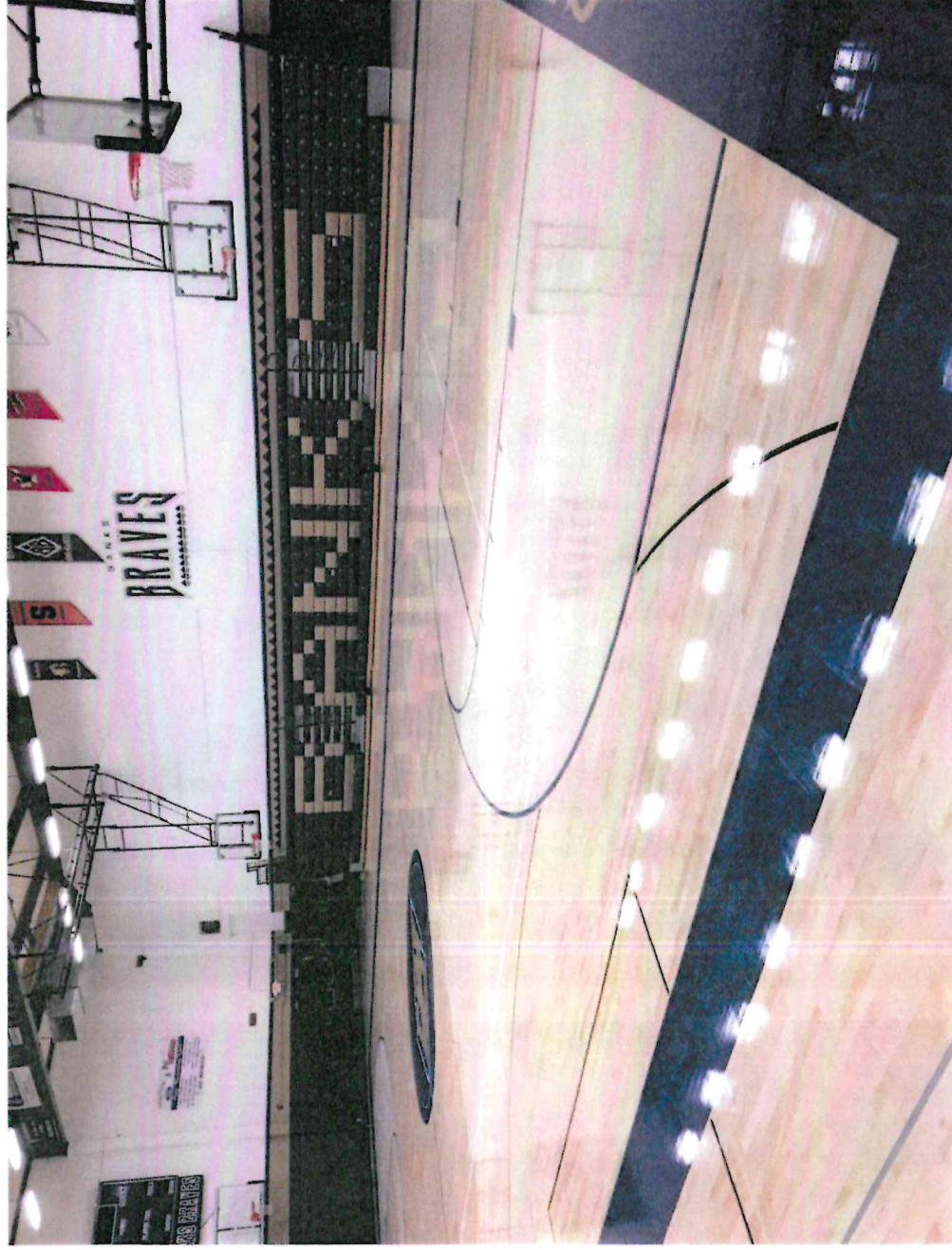
### A. Recap of Previous Meeting Discussion

### B. Campus Planning Options Review:

- Site Plans: Circulation + Fields
- Building Plans: Phasing + Program

### C. Workshop Exercise

### D. Reporting Out and Next Steps

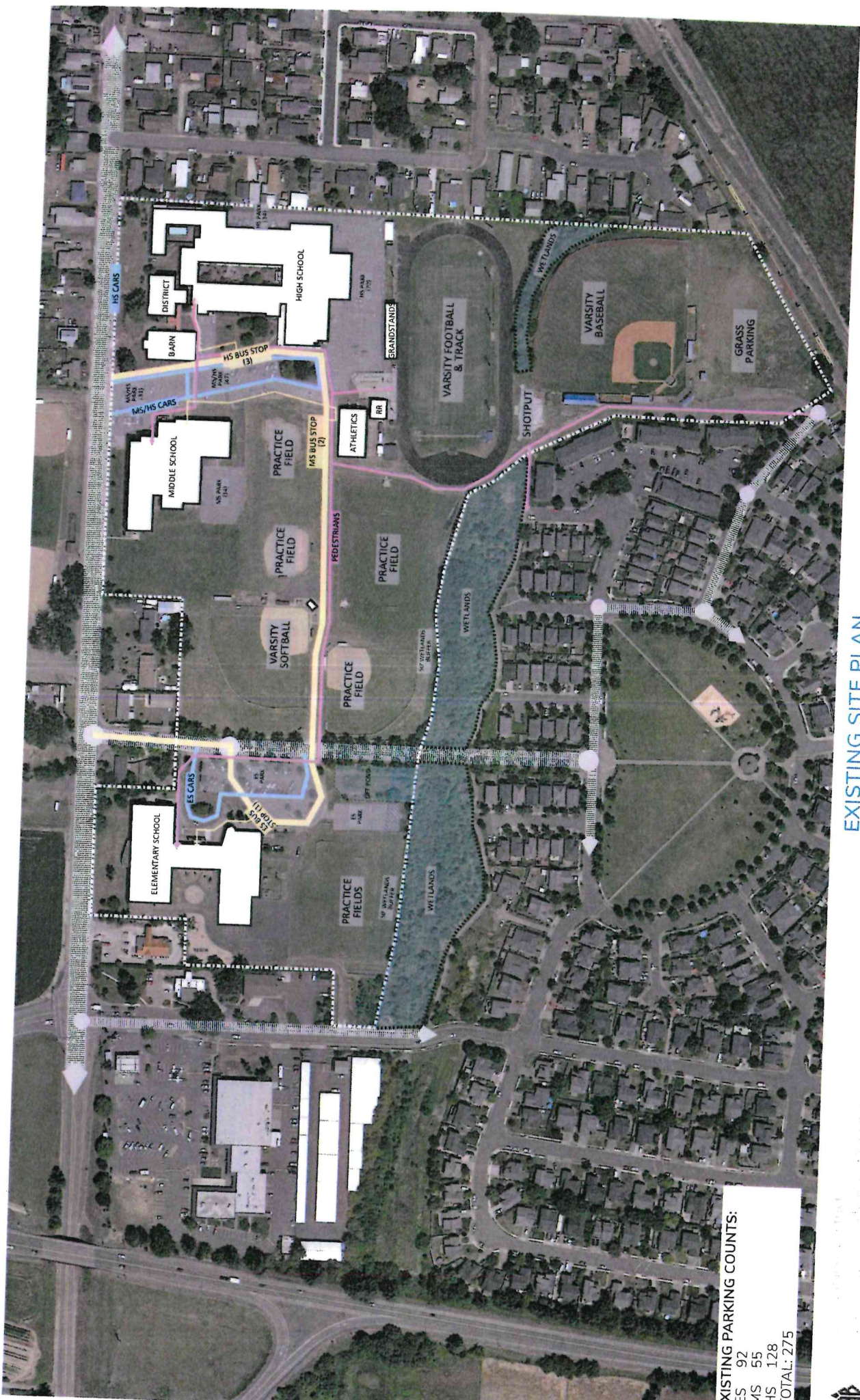


## MEETING AGENDA

Planning Institute Meeting

Soderstrom Architects

# SITE PLAN CONCEPTS

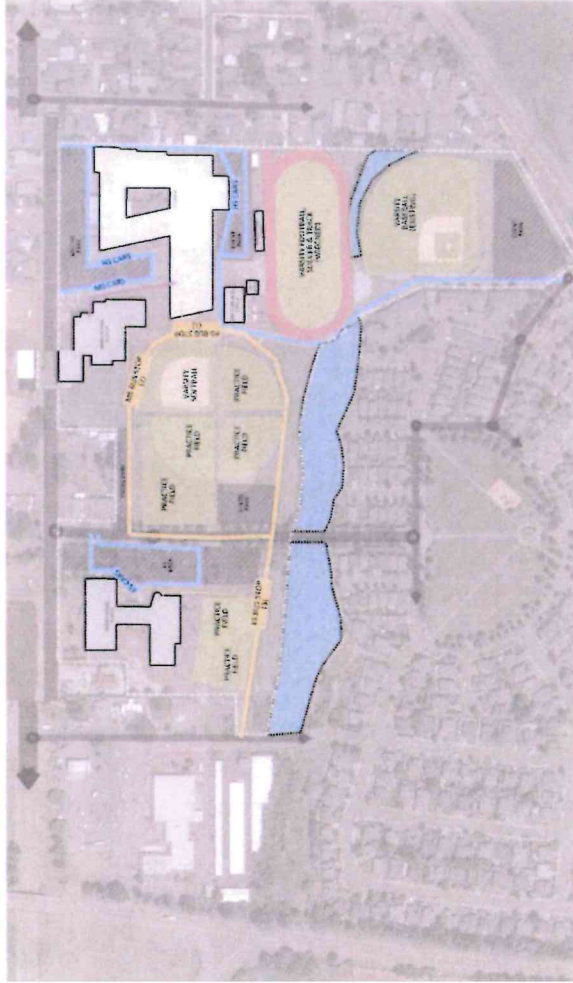


EXISTING SITE PLAN

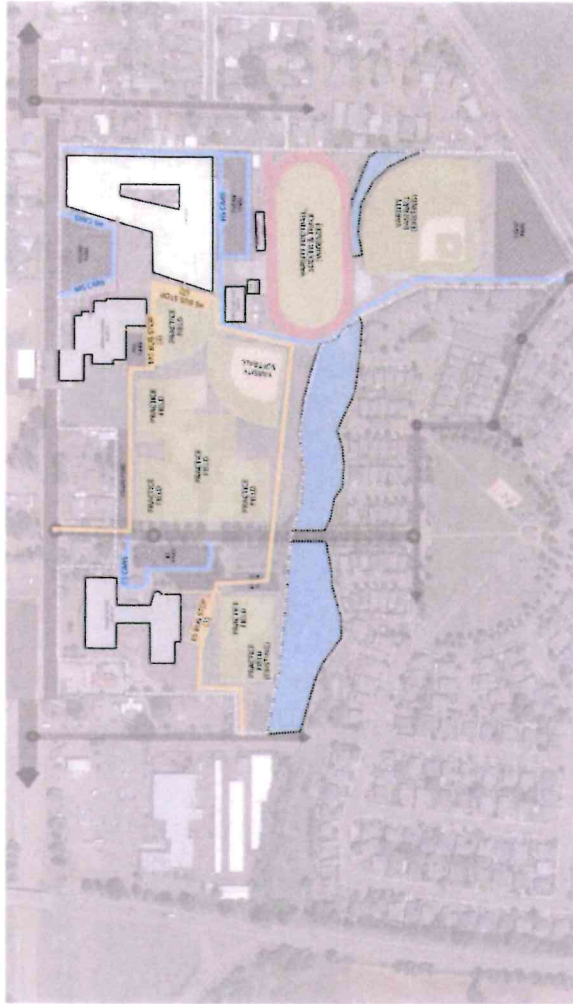
**EXISTING PARKING COUNTS:**

ES	92
MS	55
HS	128
<b>TOTAL:</b>	<b>275</b>

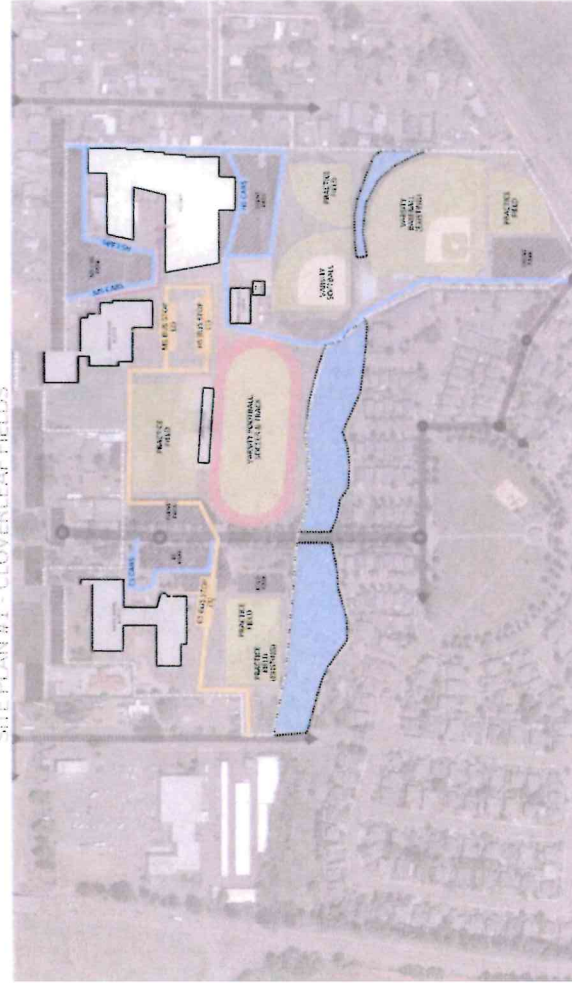




SITE PLAN #1 - CLOVERLEAF FIELDS



SITE PLAN #2 - FLEXIBLE FIELDS



SITE PLAN #3 - CENTRAL TRACK



SITE PLAN #4 - CENTRAL TRACK WITH EXPANDED PROPERTY LINE

**PRIOR SITE PLAN EXPLORATIONS**

Planning & Community Development

Banks School District  
 Planning & Community Development  
 1000 1st St. N.E.  
 Grand Rapids, MI 49503



**Soderstrom Architects**



**PROPOSED PARKING COUNTS:**  
 -ES 93  
 -MS 88  
 -HS 130  
 -TOTAL: 311

**PROPOSED SITE CONCEPT**



# PROGRAM ANALYSIS

Description	Square Footage	Quantity	Extended
Gen Ed (Math)	900	4	3,600
Gen Ed (Social Studies)	900	4	3,600
Gen Ed (English)	900	5	4,500
Gen Ed (Health)	900	2	1,800
Science with small prep	1,200	4	4,800
Student Pull Out Spaces	300	0	-
Resource Rooms	600	1	600
Life Skills Suite	2,100	1	2,100
Fine Arts	1,600	2	3,200
Performing Arts Center	16,000	1	16,000
Music & Support	2,100	2	4,200
Early Childhood Instruction	900	1	900
Early Childhood (Pre-K)	1,400	1	1,400
Vocational	2,800	4	11,200
STEM Maker Space	1,200	1	1,200
Gymnasium (Main)	11,856	1	11,856
Gymnasium (auxiliary)	8,060	1	8,060
PE Pull Out / Fitness	2,400	1	2,400
Locker Room & Support	1,900	2	3,800
Team Rooms	600	4	2,400
Media Center & Commons	3,100	1	3,100
Cafeteria / Commons	4,200	1	4,200
Full Kitchen	2,700	1	2,700
Front Office	1,100	1	1,100
Principal	200	2	400
Work Room	225	3	675
Staff Lounge	600	1	600
Conference Room	240	4	960
Private Specialist Offices	120	8	960
Health Room & Restroom	280	1	280
ISS (In-School)	160	0	-
Lobby / Foyer	1,500	1	1,500
<b>Subtotal</b>			<b>104,091</b>
<b>Grossing</b>			
Corridors		19.0%	19,777
Restrooms		6.0%	6,245
MEP		7.5%	7,807
IT		0.5%	520
Custodial		1.0%	1,041
Building / book storage		4.0%	4,164
Wall Thickness		8.0%	8,327
<b>Grossing Subtotal</b>		<b>27.0%</b>	<b>47,882</b>
<b>Building Total</b>			<b>151,973</b>



Departments	New Dept Area	New Grossing Totals (excl corridors)	Existing Totals (excl corridors)	Percent Change
Gen Ed	21,000	26,670	22,600	+18%
Arts	19,200	24,384	3,800	+542%
Music	4,200	5,334	2,400	+122%
Childcare	2,300	2,921	-	-
CTE	12,400	15,748	6,800	+132%
Athletics	28,516	36,215	26,200	+38%
Media Center	3,100	3,937	2,900	+36%
Cafeteria	6,900	8,763	5,000	+75%
Admin	6,475	8,223	3,600	+128%
		132,196	73,300	+80%

PROGRAM ANALYSIS  
BY DEPARTMENT AREA

# FLOOR PLAN CONCEPTS



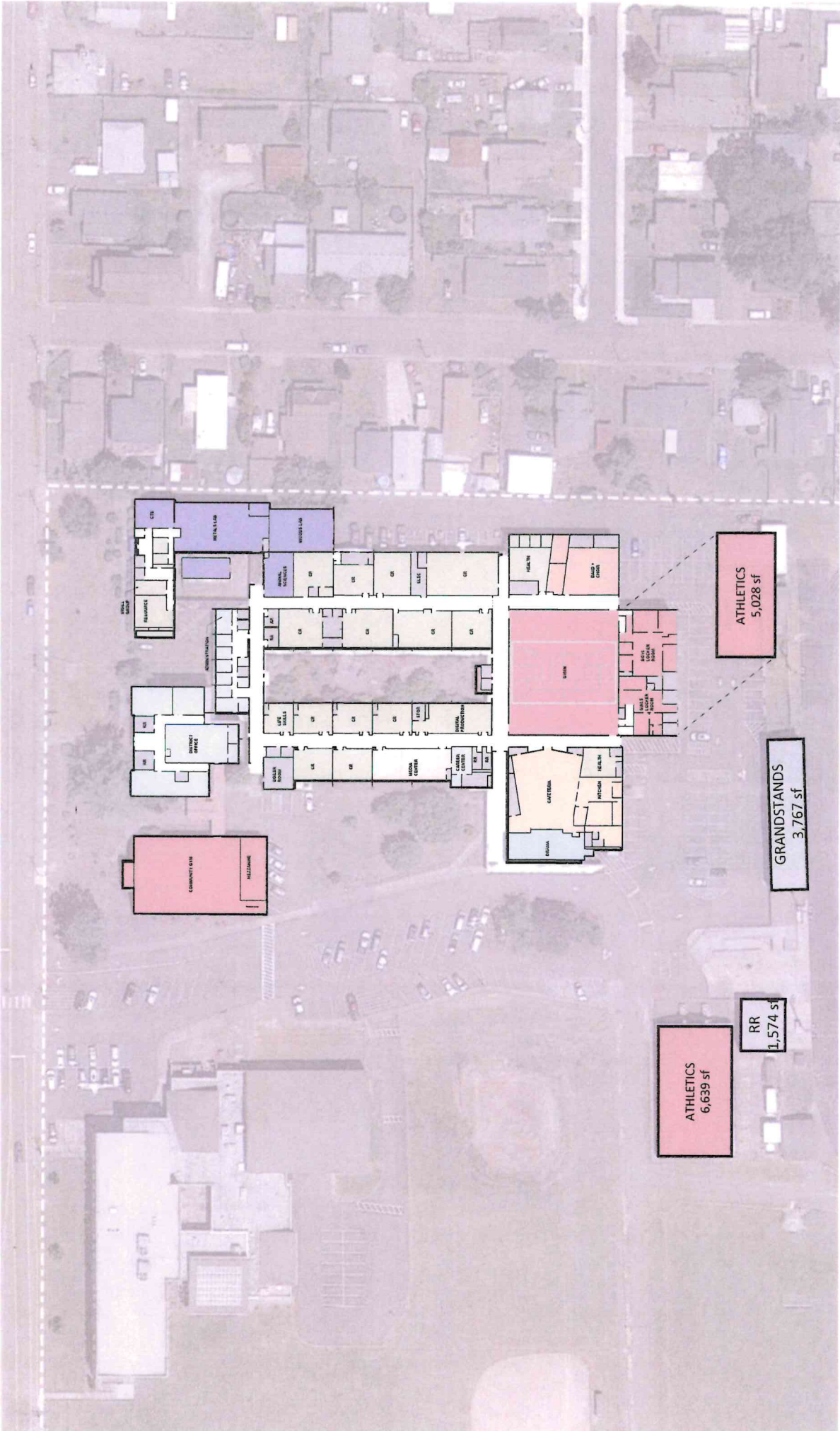


# PHASING CONCEPT



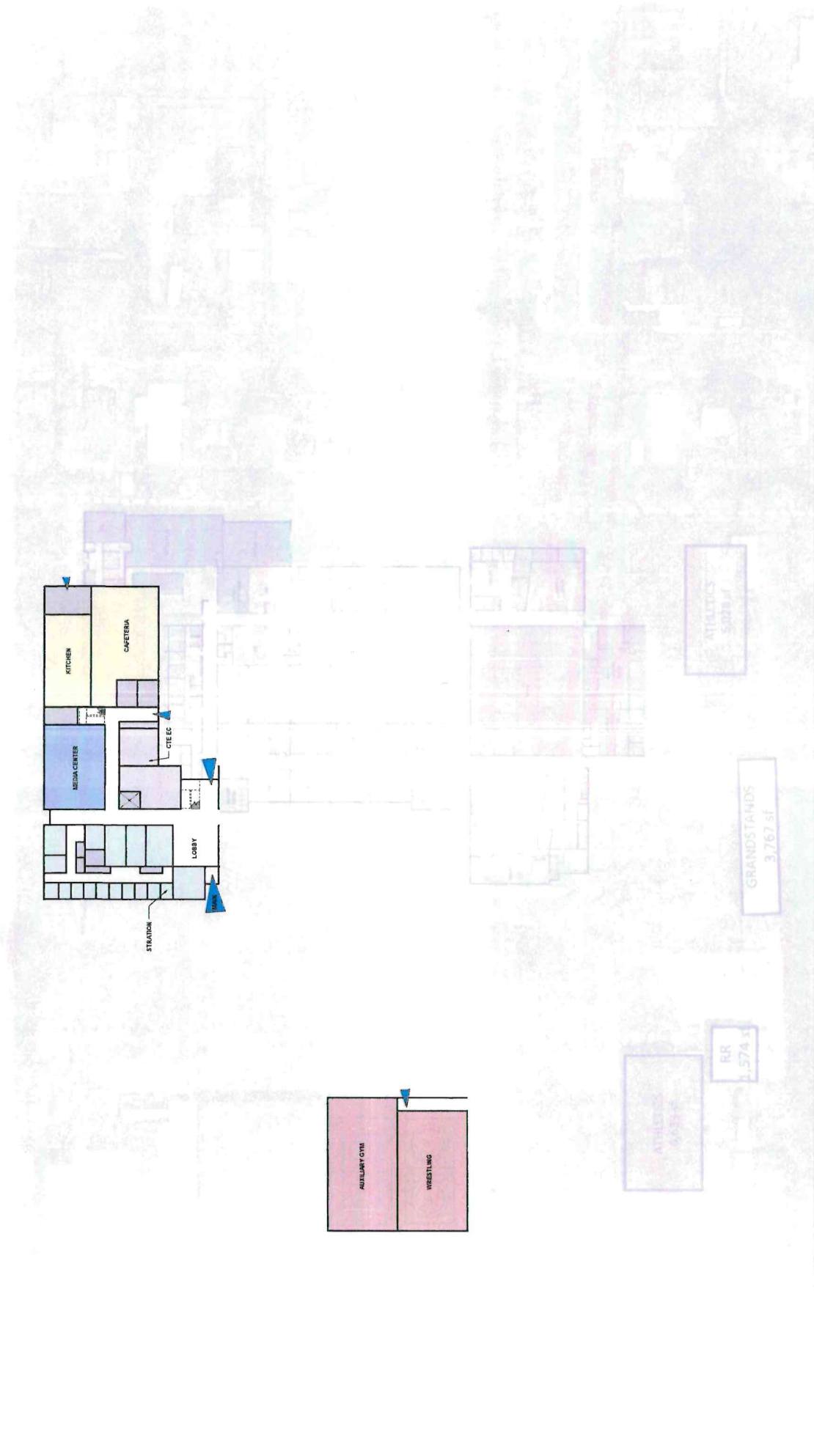
**SITE PLAN  
EXISTING**





**FLOOR PLAN  
EXISTING**





# FLOOR PLAN PHASE 1

# QUESTIONS / FINAL THOUGHTS









POTENTIAL CAPITAL WORK PHASING  
DRAFT 6-26-23

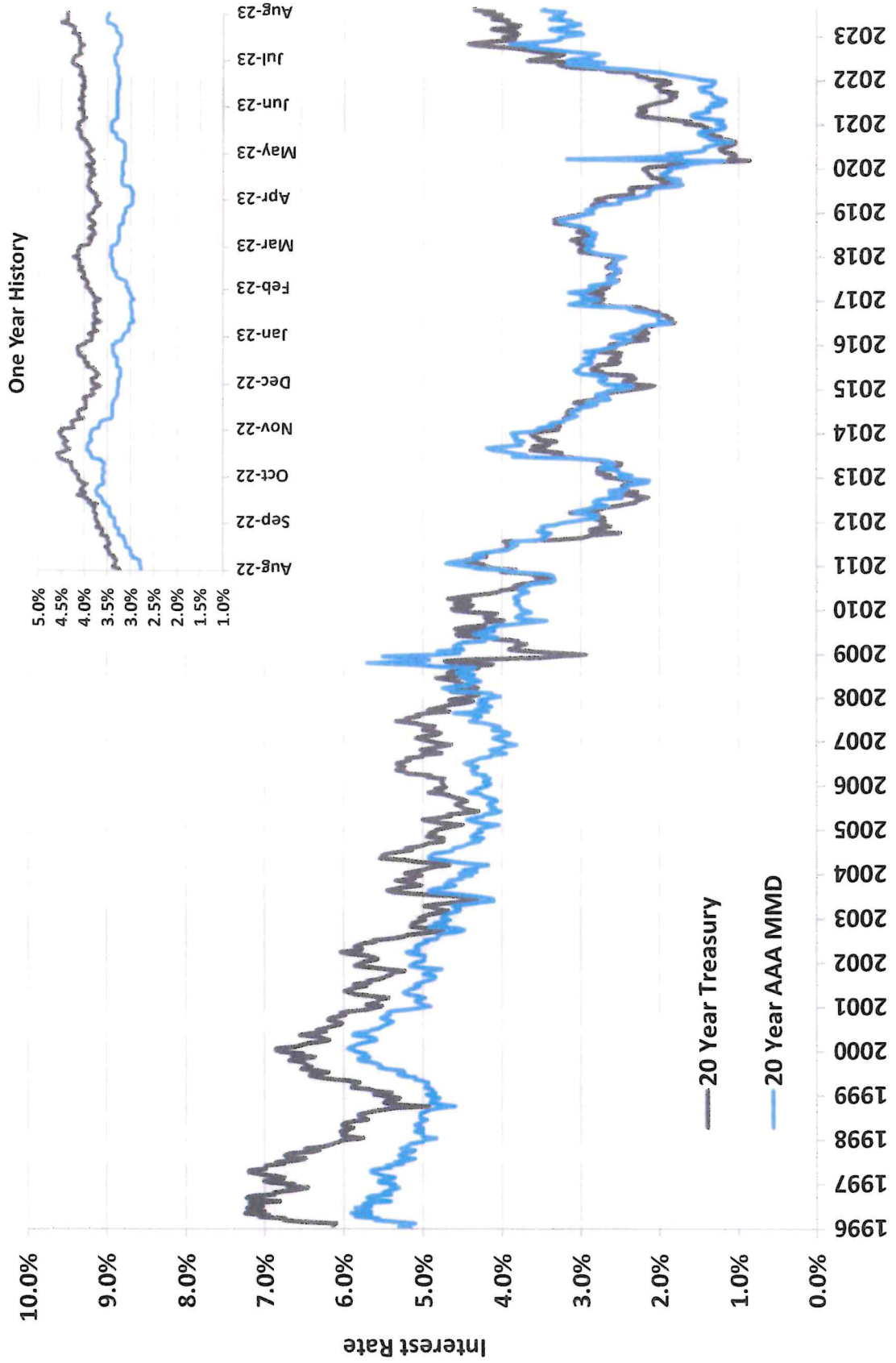
ACTIVITIES	2023		2023/24		2024/25		2025/26		2026/27		
	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter
RFP Period											
Bond Election Activities											
Informational Sharing - TBD											
Board Actions											
SEL Filings											
Bond Election (5/21/24)											
HS Addition (early design)											
MS Gym Addition (early design)											
Capital Repairs - Phase 1											
Capital Repairs - Phase 2											
Field and Drive Lane Moves											
New Parking Lot											
Rent / Set Business Trailers											
Admin Demolition											
Barn Demolition (wait??)											
HS Office Demolition											

\*To be calculated are land use and permitting timelines and how those can be leveraged into the overall schedule.



6

### HISTORICAL INTEREST RATES 20 Year Tax-Exempt (AAA MMD) vs. 20 Year Treasury Rates



## BANKS SCHOOL DISTRICT NO. 13 Historical Property Values

Fiscal Year	M5 Real Market Value	% RMV Growth	Total Assessed Value	Urban Renewal Excess	Net Assessed Value	% Total AV Growth
2023	\$ 1,401,586,711	18.47%	\$ 747,429,676	\$ 8,457,333	\$ 738,972,343	4.24%
2022	1,183,047,403	7.24%	717,047,025	6,781,086	710,265,939	3.91%
2021	1,103,130,051	7.15%	690,049,005	5,457,297	684,591,708	6.31%
2020	1,029,552,498	5.41%	649,061,714	4,792,881	644,268,833	4.32%
2019	976,736,875	8.08%	622,183,489	2,672,942	619,510,547	3.79%
2018	903,692,528	6.80%	599,487,434	-	599,487,434	2.66%
2017	846,116,009	9.87%	583,976,110	-	583,976,110	4.05%
2016	770,076,242	6.52%	561,250,695	-	561,250,695	5.03%
2015	722,907,606	10.07%	534,389,497	-	534,389,497	4.18%
2014	656,741,951	3.52%	512,944,831	-	512,944,831	3.15%
2013	634,441,160	-4.99%	497,270,944	-	497,270,944	3.35%
2012	667,763,465	-3.17%	481,142,697	-	481,142,697	3.38%
2011	689,659,328	-6.75%	465,389,617	-	465,389,617	2.54%
2010	739,548,201	-4.89%	453,845,848	-	453,845,848	2.39%
2009	777,579,347	4.58%	443,245,258	-	443,245,258	4.09%
2008	743,527,411	12.61%	425,826,435	-	425,826,435	4.36%
2007	660,256,952	18.07%	408,052,082	-	408,052,082	4.14%
2006	559,191,675	6.53%	391,827,237	-	391,827,237	4.21%
2005	524,929,133	4.92%	376,014,448	-	376,014,448	4.46%
2004	500,309,964	5.31%	359,977,162	-	359,977,162	2.56%
2003	475,076,257	---	350,981,014	-	350,981,014	---

Source: Washington County Department of Assessment and Taxation

### Urban Renewal Excess

When urban renewal areas are created, they are designated as either "standard" or "reduced" rate plans and the type determines the assessed value against which general obligation bonds are levied. General obligation bonds cannot be levied on the excess assessed value in standard rate plan areas. Alternatively, general obligation bonds can be levied on the excess assessed value in reduced rate plan areas, if the bonds were approved at an election after October 6, 2001.

Urban Renewal Excess - 2023			
Plan Area	County	Amount	
<b>REDUCED RATE</b>			
Banks Urban Renewal Agency	Washington	\$	8,457,333
Total Reduced Rate Urban Renewal Excess:		\$	8,457,333
<b>STANDARD RATE</b>			
Total Standard Rate Urban Renewal Excess:		\$	-
<b>TOTAL URBAN RENEWAL EXCESS</b>		\$	8,457,333

2023 Assessed Value for Bond Levies	
Total Assessed Value:	\$ 747,429,676
Less Standard Rate Urban Renewal Value:	-
Assessed Value (Bonds Approved After 10/06/01):	747,429,676
Less Reduced Rate Urban Renewal Value:	(8,457,333)
Net Assessed Value (Bonds Approved Before 10/06/01):	738,972,343

**BANKS SCHOOL DISTRICT NO. 13**  
**Outstanding General Obligation Bonds**

Purpose	Date of Issue	Date of Maturity	Amount Issued	Amount Outstanding
	<b>General Obligation Bonds:</b>			
Series 1996* New elementary school, new junior high school gym, and school conversion	06/27/96	06/01/08	\$4,900,000	\$ -
Series 1997* New elementary school, new junior high school gym, and school conversion	02/18/97	06/01/08	6,100,000	-
Series 1998* Advance refund Series 1996 (2010-2016) and Series 1997 (2013-2017)	12/16/98	06/01/09	6,730,000	-
Series 2007 Current refund Series 1996 (2008-2009) and Series 1997 (2008-2012)	06/28/07	06/15/12	2,240,000	-
Series 2009 Current refund Series 1998 (2010-2017)	03/03/09	06/15/17	6,345,000	-
Series 2012A New high and junior high school facilities, safety upgrades, and demolition	08/04/12	06/15/18	785,000	-
Series 2012B New high and junior high school facilities, safety upgrades, and demolition	08/04/12	06/15/22	2,740,000	-
Series 2012C New high and junior high school facilities, safety upgrades, and demolition	08/04/12	06/15/27	6,972,495	3,964,899
<b>Total General Obligation Bonds</b>				<u>\$3,964,899</u>

\*Refunded.

**Legal General Obligation Debt Capacity**

Real Market Value (Fiscal Year 2023)	\$ 1,401,586,711
<b>Debt Capacity</b>	
General Obligation Debt Capacity (7.95% of Real Market Value)	\$ 111,426,144
Less: Outstanding Debt Subject to Limit	(3,964,899)
Remaining General Obligation Debt Capacity	\$ 107,461,245
Percent of Capacity Issued	3.56%

## BANKS SCHOOL DISTRICT NO. 13

### Outstanding General Obligation Bonds – Actual and Projected Levy Rates Assumes Base Level Growth Only

Fiscal Year <sup>(1)</sup>	Outstanding General Obligation Bonds						Historical (Organic Base)		Projected Bond Rate	
	Prior Bonds	2009 Bonds	2012A Bonds (Taxable)	2012B Bonds	2012C	Total	Total Assessed Value	% Total AV Growth		Taxes Collected <sup>(2)</sup>
2003	\$ 826,651	\$ -	\$ -	\$ -	\$ -	\$ 826,651	\$ 350,981,014	---	3.1340	1.92
2004	851,125	-	-	-	-	851,125	359,977,162	2.56%	2.4933	1.92
2005	876,991	-	-	-	-	876,991	376,014,448	4.46%	2.4600	1.93
2006	905,403	-	-	-	-	905,403	391,827,237	4.21%	2.3801	1.92
2007	931,238	-	-	-	-	931,238	408,052,082	4.14%	1.8012	-
2008	1,050,110	-	-	-	-	1,050,110	425,826,435	4.36%	1.7231	-
2009	947,714	141,868	-	-	-	1,089,582	443,245,258	4.09%	2.1207	-
2010	269,100	640,813	-	-	-	909,913	453,845,848	2.39%	1.9566	-
2011	304,325	569,313	-	-	-	873,638	465,389,617	2.54%	1.9553	-
2012	432,638	529,313	-	-	-	961,950	481,142,697	3.38%	2.0689	-
2013	-	1,030,063	12,142	86,136	-	1,128,341	497,270,944	3.35%	2.3841	-
2014	-	1,065,263	14,523	78,700	-	1,158,485	512,944,831	3.15%	2.3203	-
2015	-	1,102,038	14,523	78,700	-	1,195,260	534,389,497	4.18%	2.2977	-
2016	-	1,129,400	14,523	78,700	-	1,222,623	561,250,695	5.03%	2.2378	-
2017	-	1,174,200	14,523	78,700	-	1,267,423	583,976,110	4.05%	2.2294	-
2018	-	-	799,523	368,700	-	1,168,223	599,487,434	2.66%	2.0405	-
2019	-	-	-	72,900	1,140,000	1,212,900	622,183,489	3.79%	2.0412	-
2020	-	-	-	72,900	1,175,000	1,247,900	649,061,714	4.32%	2.0121	-
2021	-	-	-	1,222,900	-	1,222,900	690,049,005	6.31%	1.8547	-
2022	-	-	-	1,318,400	-	1,318,400	717,047,025	3.91%	1.8386	-
Latest 2023	-	-	-	1,365,000	1,365,000	1,365,000	747,429,676	4.24%	1.8262	-
2024	-	-	-	-	1,405,000	1,405,000	769,852,566	3.00%	-	95.0%
2025	-	-	-	-	1,450,000	1,450,000	792,948,143	3.00%	-	95.0%
2026	-	-	-	-	1,495,000	1,495,000	816,736,588	3.00%	-	95.0%
2027	-	-	-	-	1,535,000	1,535,000	841,238,685	3.00%	-	95.0%
2028	-	-	-	-	-	-	866,475,846	3.00%	-	95.0%
2029	-	-	-	-	-	-	892,470,121	3.00%	-	95.0%
2030	-	-	-	-	-	-	919,244,225	3.00%	-	95.0%
2031	-	-	-	-	-	-	946,821,551	3.00%	-	95.0%
2032	-	-	-	-	-	-	975,226,198	3.00%	-	95.0%
2033	-	-	-	-	-	-	1,004,482,984	3.00%	-	95.0%
2034	-	-	-	-	-	-	1,034,617,474	3.00%	-	95.0%

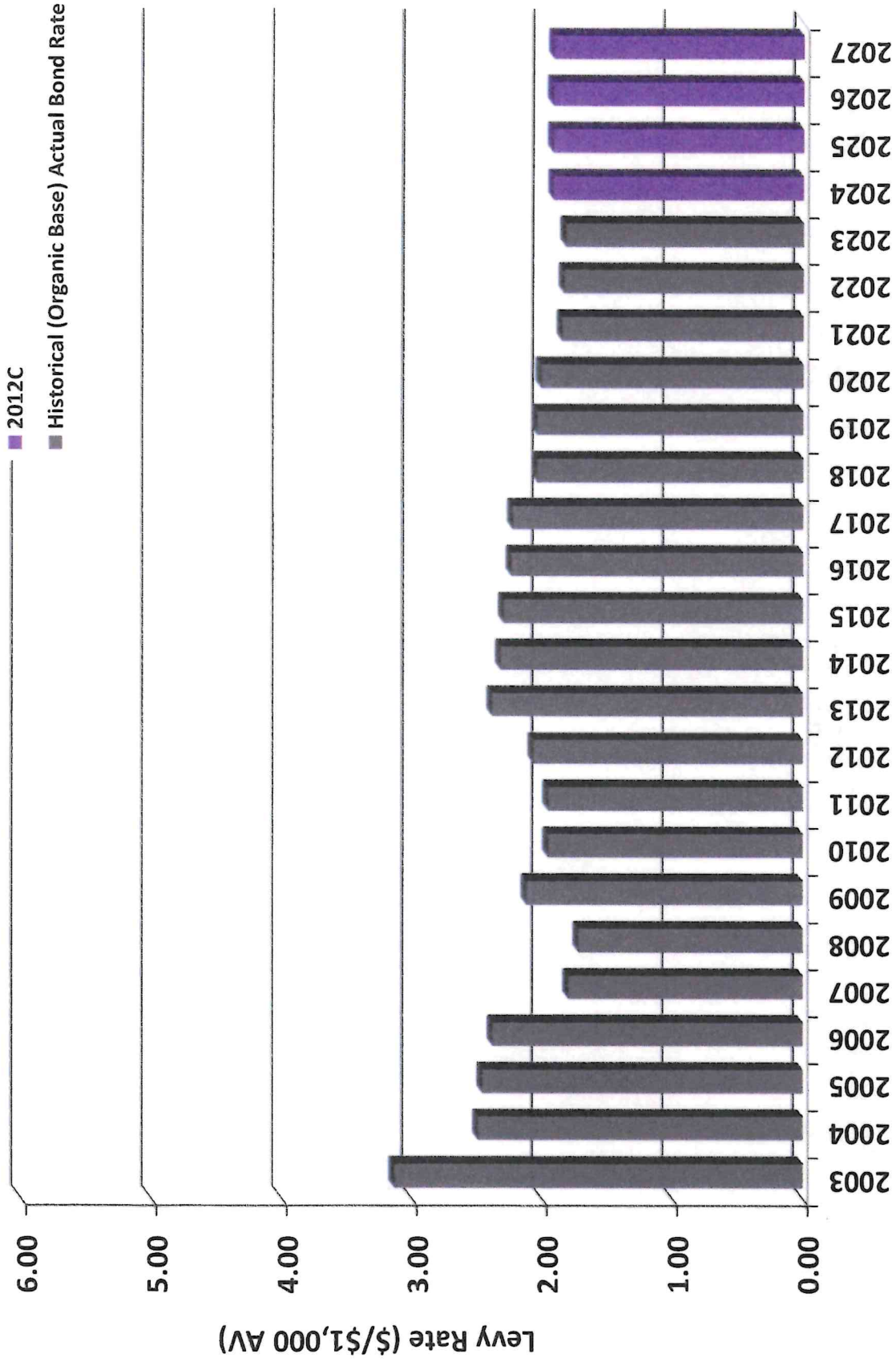
(1) Fiscal years ended June 30.

(2) Assumes collection year delinquencies will be offset by back tax collections.

(3) Delinquencies are not grossed up in 2022 and 2023.

**BANKS SCHOOL DISTRICT NO. 13**

Outstanding General Obligation Bonds – Actual and Projected Levy Rates Assumes Base Level Growth Only



Fiscal Year Ended June 30

## BANKS SCHOOL DISTRICT NO. 13

### Outstanding General Obligation Bonds – Actual and Projected Levy Rates, Base Growth + 50 homes each year

Fiscal Year <sup>(1)</sup>	Outstanding General Obligation Bonds					Base + New Homes					Projected Bond Rate	
	Prior Bonds	2009 Bonds	2012A Bonds (Taxable)	2012B Bonds	2012C New Homes	Total	Additional New Homes AV <sup>(3)</sup>	Total Assessed Value	% Total AV Growth	Actual Bond Rate		Taxes Collected <sup>(2)</sup>
2003	\$ 826,651	\$ -	\$ -	\$ -	\$ -	\$ 826,651	-	\$ 350,981,014	---	3.1340	-	1.92
2004	851,125	-	-	-	-	851,125	-	359,977,162	2.56%	2.4933	-	1.89
2005	876,991	-	-	-	-	876,991	-	376,014,448	4.46%	2.4600	-	1.87
2006	905,403	-	-	-	-	905,403	-	391,827,237	4.21%	2.3801	-	-
2007	931,238	-	-	-	-	931,238	-	408,052,082	4.14%	1.8012	-	-
2008	1,050,110	-	-	-	-	1,050,110	-	425,826,435	4.36%	1.7231	-	-
2009	947,714	141,868	-	-	-	1,089,582	-	443,245,258	4.09%	2.1207	-	-
2010	269,100	640,813	-	-	-	909,913	-	453,845,848	2.39%	1.9566	-	-
2011	304,325	569,313	-	-	-	873,638	-	465,389,617	2.54%	1.9553	-	-
2012	432,638	529,313	-	-	-	961,950	-	481,142,697	3.38%	2.0689	-	-
2013	-	1,030,063	12,142	86,136	-	1,128,341	-	497,270,944	3.35%	2.3841	-	-
2014	-	1,065,263	14,523	78,700	-	1,158,485	-	512,944,831	3.15%	2.3203	-	-
2015	-	1,102,038	14,523	78,700	-	1,195,260	-	534,389,497	4.18%	2.2977	-	-
2016	-	1,129,400	14,523	78,700	-	1,222,623	-	561,250,695	5.03%	2.2378	-	-
2017	-	1,174,200	14,523	78,700	-	1,267,423	-	583,976,110	4.05%	2.2294	-	-
2018	-	-	799,523	368,700	-	1,168,223	-	599,487,434	2.66%	2.0405	-	-
2019	-	-	-	72,900	1,140,000	1,212,900	-	622,183,489	3.79%	2.0412	-	-
2020	-	-	-	72,900	1,175,000	1,247,900	-	649,061,714	4.32%	2.0121	-	-
2021	-	-	-	1,222,900	-	1,222,900	-	690,049,005	6.31%	1.8547	-	-
2022	-	-	-	1,318,400	-	1,318,400	-	717,047,025	3.91%	1.8386 <sup>(3)</sup>	-	-
<b>Latest</b>					<b>1,365,000</b>	<b>1,365,000</b>		<b>747,429,676</b>	<b>4.24%</b>	<b>1.8262<sup>(3)</sup></b>		
2024	-	-	-	-	1,405,000	1,405,000	-	769,852,566	3.00%	-	95.0%	1.92
2025	-	-	-	-	1,450,000	1,450,000	12,863,750	805,811,893	4.67%	-	95.0%	1.89
2026	-	-	-	-	1,495,000	1,495,000	12,863,750	842,850,000	4.60%	-	95.0%	1.87
2027	-	-	-	-	1,535,000	1,535,000	12,863,750	880,999,250	4.53%	-	95.0%	1.83
2028	-	-	-	-	-	-	12,863,750	920,292,978	4.46%	-	95.0%	-
2029	-	-	-	-	-	-	12,863,750	960,765,517	4.40%	-	95.0%	-
2030	-	-	-	-	-	-	12,863,750	1,002,452,232	4.34%	-	95.0%	-
2031	-	-	-	-	-	-	12,863,750	1,045,389,549	4.28%	-	95.0%	-
2032	-	-	-	-	-	-	12,863,750	1,089,614,986	4.23%	-	95.0%	-
2033	-	-	-	-	-	-	12,863,750	1,135,167,185	4.18%	-	95.0%	-
2034	-	-	-	-	-	-	12,863,750	1,182,085,951	4.13%	-	95.0%	-

(1) Fiscal years ended June 30.

(2) Assumes collection year delinquencies will be offset by back tax collections.

(3) Delinquencies are not grossed up in 2022 and 2023.

(4) Each additional home is estimated to represent an additional \$257k based on the CPR of 0.514 AV to RMV ratio, so AV will be 51% of RMV on average for the new homes built in FY 2025 to 2034.

## BANKS SCHOOL DISTRICT NO. 13

### Outstanding General Obligation Bonds – Actual and Projected Levy Rates, Base Growth + 100 homes each year

Fiscal Year <sup>(1)</sup>	Outstanding General Obligation Bonds					Debt Service		2012C New Homes		Total		Additional New Homes AV <sup>(4)</sup>		Base + New Homes		Taxes Collected <sup>(2)</sup>	Projected Bond Rate
	Prior Bonds	2009 Bonds	2012A Bonds (Taxable)	2012B Bonds	2012C New Homes					Total Assessed Value	% Total AV Growth	Bond Rate	Actual	Projected			
2003	\$ 826,651	\$ -	\$ -	\$ -	\$ -					\$ 350,981,014	---	3.1340					
2004	851,125	-	-	-	-					359,977,162	2.56%	2.4933					1.92
2005	876,991	-	-	-	-					376,014,448	4.46%	2.4600					1.86
2006	905,403	-	-	-	-					391,827,237	4.21%	2.3801					1.81
2007	931,238	-	-	-	-					408,052,082	4.14%	1.8012					1.75
2008	1,050,110	-	-	-	-					425,826,435	4.36%	1.7231					-
2009	947,714	141,868	-	-	-					443,245,258	4.09%	2.1207					-
2010	269,100	640,813	-	-	-					453,845,848	2.39%	1.9566					-
2011	304,325	569,313	-	-	-					465,389,617	2.54%	1.9553					-
2012	432,638	529,313	-	-	-					481,142,697	3.38%	2.0689					-
2013	-	1,030,063	12,142	86,136	-					497,270,944	3.35%	2.3841					-
2014	-	1,065,263	14,523	78,700	-					512,944,831	3.15%	2.3203					-
2015	-	1,102,038	14,523	78,700	-					534,389,497	4.18%	2.2977					-
2016	-	1,129,400	14,523	78,700	-					561,250,695	5.03%	2.2378					-
2017	-	1,174,200	14,523	78,700	-					583,976,110	4.05%	2.2294					-
2018	-	-	799,523	368,700	-					599,487,434	2.66%	2.0405					-
2019	-	-	-	72,900	1,140,000					622,183,489	3.79%	2.0412					-
2020	-	-	-	72,900	1,175,000					649,061,714	4.32%	2.0121					-
2021	-	-	-	1,222,900	-					690,049,005	6.31%	1.8547					-
2022	-	-	-	1,318,400	-					717,047,025	3.91%	1.8386					-
<b>Latest 2023</b>	-	-	-	-	1,365,000					<b>747,429,676</b>	<b>4.24%</b>	<b>1.8262</b>					-
2024	-	-	-	-	1,405,000					769,852,566	3.00%						95.0%
2025	-	-	-	-	1,450,000					818,675,643	6.34%						95.0%
2026	-	-	-	-	1,495,000					868,963,413	6.14%						95.0%
2027	-	-	-	-	1,535,000					920,759,815	5.96%						95.0%
2028	-	-	-	-	-					974,110,109	5.79%						95.0%
2029	-	-	-	-	-					1,029,060,913	5.64%						95.0%
2030	-	-	-	-	-					1,085,660,240	5.50%						95.0%
2031	-	-	-	-	-					1,143,957,547	5.37%						95.0%
2032	-	-	-	-	-					1,204,003,774	5.25%						95.0%
2033	-	-	-	-	-					1,265,851,387	5.14%						95.0%
2034	-	-	-	-	-					1,329,554,428	5.03%						95.0%

(1) Fiscal years ended June 30.

(2) Assumes collection year delinquencies will be offset by back tax collections.

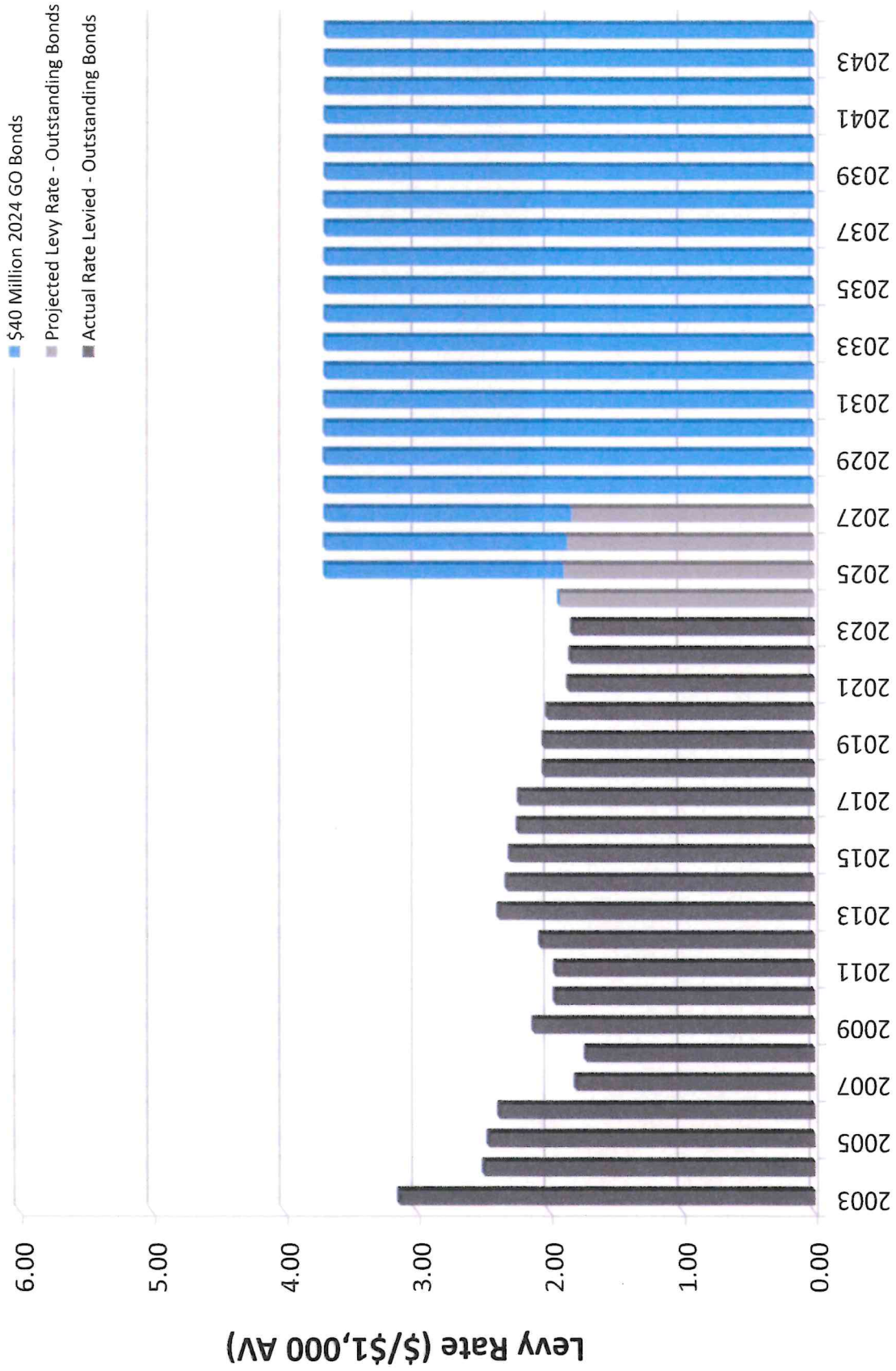
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(4) Each additional home is estimated to represent an additional \$257k based on the CPR of 0.514 AV to RMV ratio, so AV will be 51% of RMV on average for the new homes built in FY 2025 to 2034.



### BANKS SCHOOL DISTRICT NO. 13

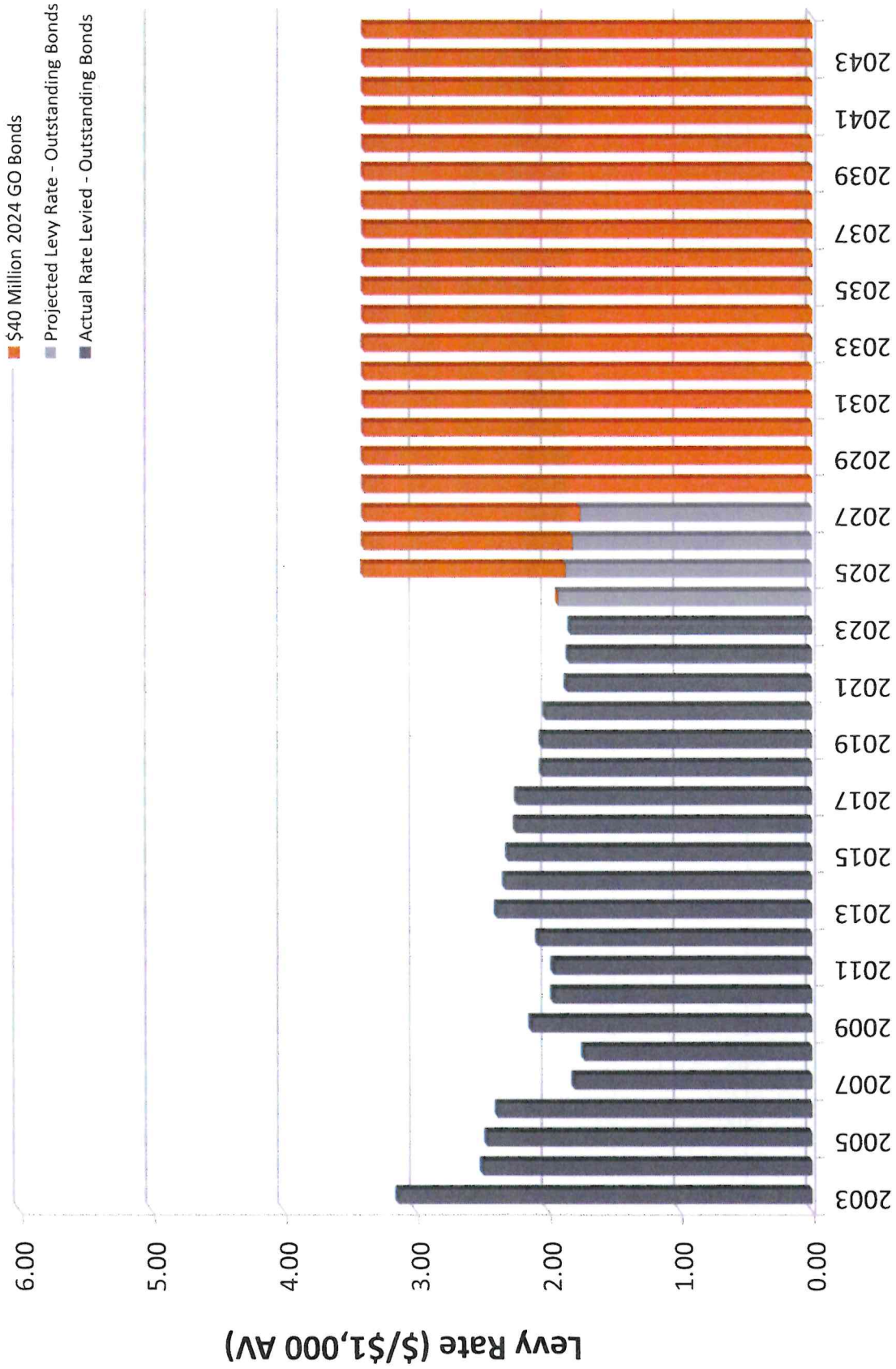
General Obligation Bonds, Series 2024 - \$40 Million, 50 Additional Homes Added



Fiscal Year Ended June 30

### BANKS SCHOOL DISTRICT NO. 13

General Obligation Bonds, Series 2024 - \$40 Million, 100 Additional Homes Added



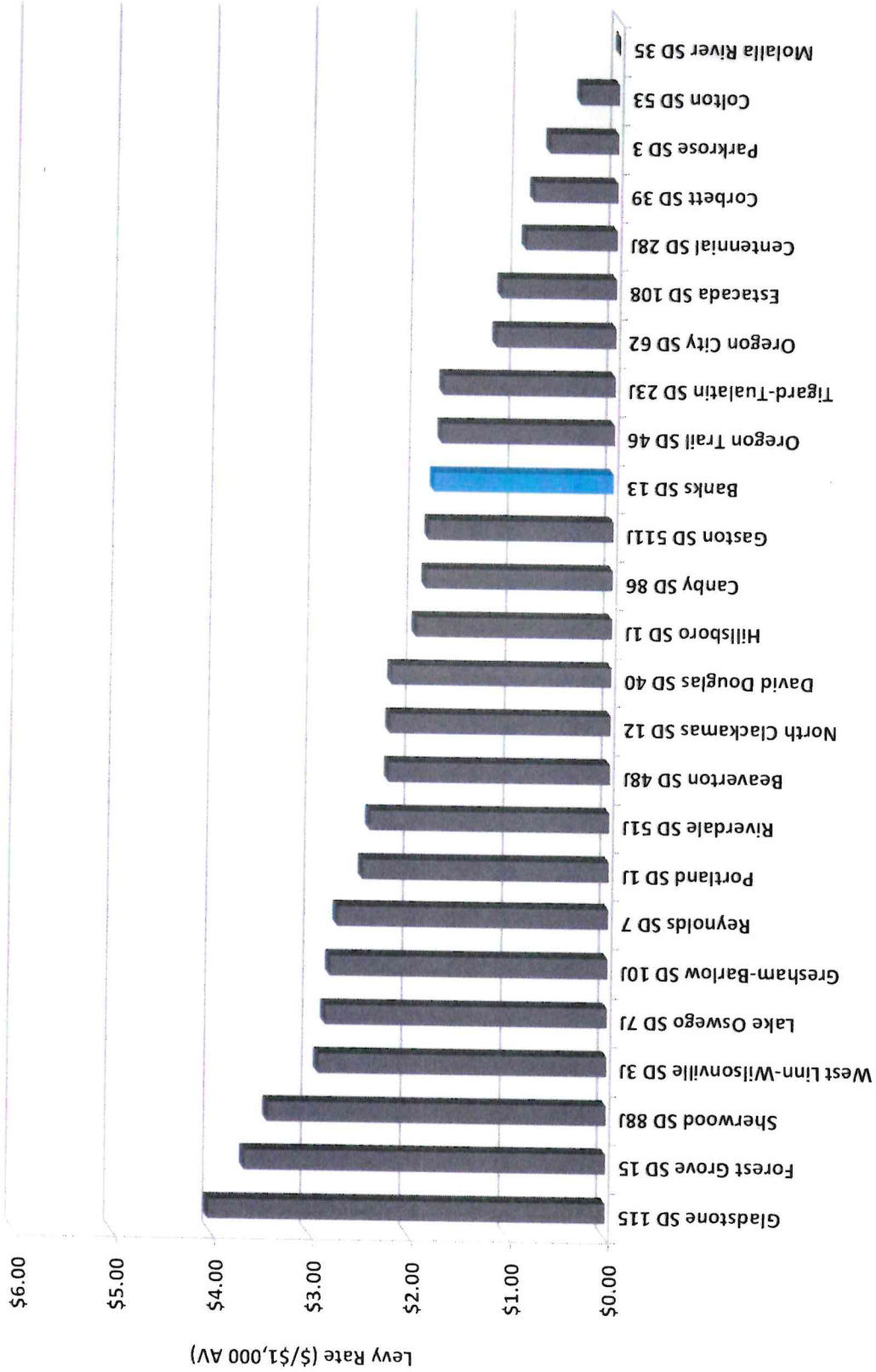
Fiscal Year Ended June 30

**BANKS SCHOOL DISTRICT No. 13**  
School District Levy Rates in Neighboring Districts

District	Extended ADMw (5-19-22)	Assessed Value (Net of Urban Renewal)	2023 Levy Rates			
			Permanent Rate	Local Option Rate	Bond Rate	Total District Rate
Portland SD 1J	53,021.59	62,493,603,208	5.2781	1.9900	2.5000	9.7681 <sup>(1)</sup>
Sherwood SD 88J	5,489.06	4,375,567,923	4.8123	1.5000	3.4377	9.7500 <sup>(1)</sup>
West Linn-Wilsonville SD 3J	10,295.35	9,143,071,869	4.8684	1.5000	2.9277	9.2961
Lake Oswego SD 7J	7,684.94	9,387,189,901	4.4707	1.6400	2.8618	8.9725
Gladstone SD 115	1,997.74	1,009,456,951	4.8650	-	4.0367	8.9017
North Clackamas SD 12	20,124.93	16,544,969,767	4.8701	1.6300	2.2432	8.7433
Forest Grove SD 15	7,220.61	3,266,200,074	4.9142	-	3.6700	8.5842 <sup>(1)</sup>
Beaverton SD 48J	46,236.35	35,569,080,017	4.6930	1.2500	2.2479	8.1909
Tigard-Tualatin SD 23J	13,976.92	13,275,306,816	4.9892	1.0000	1.7478	7.7370
Riverdale SD 51J	669.33	806,284,830	3.8149	1.3700	2.4321	7.6170
Gresham-Barlow SD 10J	13,373.57	7,755,379,001	4.5268	-	2.8202	7.3470
Reynolds SD 7	13,406.99	7,266,864,871	4.4626	-	2.7500	7.2126
Hillsboro SD 1J	23,543.45	18,823,034,779	4.9749	-	1.9920	6.9669
Gaston SD 511J	665.74	311,032,486	5.0494	-	1.8744	6.9238
David Douglas SD 40	10,524.79	3,806,799,495	4.6394	-	2.2300	6.8694 <sup>(1)</sup>
<b>Banks SD 13</b>	<b>1,185.90</b>	<b>738,972,343</b>	<b>5.0152</b>	<b>-</b>	<b>1.8262</b>	<b>6.8414</b>
Canby SD 86	5,064.64	4,012,504,169	4.5765	-	1.8985	6.4750
Oregon Trail SD 46	5,043.41	4,124,582,245	4.6397	-	1.7577	6.3974
Oregon City SD 62	8,683.08	6,651,623,444	4.9629	-	1.2166	6.1795
Centennial SD 28J	7,000.78	3,342,650,275	4.7448	-	0.9373	5.6821
Parkrose SD 3	3,480.25	4,742,136,987	4.8906	-	0.7041	5.5947
Corbett SD 39	1,222.83	464,472,280	4.5941	-	0.8618	5.4559
Colton SD 53	650.55	463,503,814	4.9801	-	0.3908	5.3709
Estacada SD 108	3,484.57	2,092,257,030	4.1476	-	1.1747	5.3223
Molalla River SD 35	2,903.67	2,243,875,208	4.7001	-	-	4.7001

(1) Includes estimated bond levy for bonds issued in 2023 and local option levy approved in Fiscal Year 2023.

## 2023 School District Bond Rates



Note: Includes estimated 2024 bond levies for bonds issued in Fiscal Year 2023.

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We are writing or providing this material to provide you with certain regulatory disclosures as required by the Municipal Securities Rulemaking Board. As part of our services, Piper Sandler may provide advice concerning the structure, timing, terms, and other similar matters concerning an issue of municipal securities that Piper Sandler is underwriting or placing. However, Piper Sandler intends to serve as an underwriter or placement agent and not as a financial advisor to you in this transaction; and the primary role of Piper Sandler is to purchase securities for resale to investors or arrange for the placement of securities in an arm's-length commercial transaction between you and Piper Sandler. Piper Sandler has financial and other interests that differ from your interests.



# PRICING PROPOSAL



## BANKS HIGH SCHOOL



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August 3rd, 2023

**TO:** Brian Sica  
Superintendent, Banks School District

**EMAIL:** [brians@banks.k12.or.us](mailto:brians@banks.k12.or.us)

**FROM:** James Traynor  
Northwest Sales Manager, Beynon Sports

**PHONE:** 206-979-9792

**EMAIL:** [jtraynor@beynonsports.com](mailto:jtraynor@beynonsports.com)

**SD:** Banks School District

**School:** Banks High School

**Address:** 13050 NW Main St, Banks, OR 97106



Brian,

Beynon Sports Surfaces in conjunction with FieldTurf USA Inc., is pleased to present the following proposal for the renovation of your existing track facility at **Banks High School**. Our pricing is based on the Oregon Inter-Mountain ESD (IMESD) cooperative purchasing agency. IMESD is a member of The Association of Educational Purchasing Agencies (AEPA) program. The AEPA is a purchasing co-op that provides member schools with pre-determined preferential pricing by approved vendors. Since the product has already been bid at the national level, individual schools do not have to duplicate the formal bid process. AEPA IFB #020

For additional information regarding The Association of Educational Purchasing Agencies (AEPA) program, click on the following hyperlink: [AEPA IFB #20](#)

**Please note that FieldTurf USA, Inc. (Beynon's sister company) holds the Cooperative Purchasing contract, and any PO for Contract must be made out to: [FieldTurf USA, Inc. 175 N Industrial Blvd NE, Calhoun, GA 30701](#)**

If you have any questions regarding this proposal, please feel free to reach out to me directly at your convenience. We are looking forward to working with you!

Sincerely,

James Traynor  
Northwest Regional Sales Manager  
Beynon Sports



# PRICING PROPOSAL



## BASE BID PRICING:

TRACK SURFACING OPTIONS	
<p><b>Base Bid Scope</b> - Beynon Sports proposes to:</p> <ol style="list-style-type: none"> <li>1. Remove the existing track surfacing</li> <li>2. Clean and sweep the existing asphalt</li> <li>3. Patch and pre-level existing asphalt cracks, low spots, and spot repair broken edges with in-situ base</li> <li>4. Supply and install a new BSS 200 track surface.</li> <li>5. Includes labor, material, equipment, transportation, and track lines/event markings per plans and specs.</li> </ol> <p><b>Size:</b> 5,552 square yards (49,968 SF)  <b>Product:</b> BSS 200</p> <ul style="list-style-type: none"> <li>• <b>Life Expectancy:</b> 10-12 years</li> <li>• <b>Color Weight (total weight of the color/top wear coat):</b> 5.9 lbs. (Black or Red)</li> <li>• The base layer of the surface is a paved in place base mat made up of single-component polyurethane binder and styrene-butadiene rubber (aka SBR, or recycled tires). The base mat is then sealed and then a structural spray is applied.</li> <li>• Can be top coated at the end of its useful life with a new structural spray or upgraded to a BSS 300 by adding a seal coat and a new embedded wear layer!</li> </ul> <p><b>Color:</b> Red  <b>Warranty:</b> 5 Years  <b>Striping:</b> Included</p>	
	Base Bid Pricing (BSS 200): \$297,767.61
	Install Conduit at 2 Crossings: \$4,922.89
	Payment and Performance Bonds: \$4,540.36
	<b>Total Base Bid Cost: \$307,230.86</b>

## PRICE INCLUDES:

### CIVIL SCOPE

- General Conditions
- Mobilization of equipment, subcontractors, and crews to site
- Completions of the scope line items listed above

### SYNTHETIC SURFACING

- Supply and Installation of the polyurethane track surfacing systems described above
- Supply and installation of the synthetic turf surface described above.

### STRIPING

- Stripe the running track with all lane lines, numbers, and event markings per owner approved striping diagram

## PRICE DOES NOT INCLUDE:



# PRICING PROPOSAL



- a) Any costs associated with necessary changes relating to the geometry of the running track
- b) The supply of or adjustment to existing manholes, clean-outs or grates
- c) Any alteration or deviation from specifications/proposal involving extra costs, which alteration or deviation will be provided only upon executed change order, will become an extra charge over and above the offered price.
- d) Remedy of unsuitable soils
- e) Repair or resurfacing existing asphalt parking lot if damaged by truck traffic.
- f) Permit fees, Inspection fees.
- g) Performance and Payment Bond fees.

*The price is valid for a period of 30 days. The price is subject to increase if affected by an increase in raw materials, freight, or other manufacturing costs, a tax increase, new taxes, levies or any new legally binding imposition affecting the transaction. The parties recognize that the impacts of the COVID-19 pandemic are currently unpredictable and could lead to limitations in labor availability and delays in the supply and delivery of materials, equipment or products. In addition, as these contingencies have not been factored into this proposal; materials, equipment and/or products to be used in performing the work may become subject to a price increase. Accordingly, it is acknowledged that the seller/Beynon Sports shall (a) not be subject to any damages for any delay due to events beyond its control and, (b) be allowed an equitable adjustment of the time and/or of the price of this proposal or any contractual document resulting therefrom. Please note that the seller/Beynon Sports shall use its best efforts to ensure that it fulfills its commitments and will strive to minimize any negative impacts as they may arise. Thank you for your kind understanding.*

**Please feel free to reach out to any member of our project team with questions about our offer:**

**James Traynor**  
Northwest Regional Sales Manager  
(206) 979-9792  
[jtraynor@beynonSports.com](mailto:jtraynor@beynonSports.com)

**Ricky Quintero**  
Northwest Regional Construction Manager  
(503) 930-6858  
[rquintero@beynonSports.com](mailto:rquintero@beynonSports.com)

Thank you again for your interest in Beynon Sports, we look forward to working with you.

Per: \_\_\_\_\_  
James Traynor  
Northwest Regional Sales Manager, Beynon Sports



## CONDITIONS

Notwithstanding any other document or agreement entered into by Beynon Sports Surfaces, Inc. (Beynon Sports) in connection with the supply and installation only of its product pursuant to the present bid proposal, the following shall apply:

- a) This bid proposal and its acceptance is subject to strikes, accidents, delays beyond our control and *force majeure*.
- b) Beynon Sports' preferred payment terms are as follows: (i) 50% of the Price upon Customer's execution of contract; (ii) 40% of the Price upon shipment of materials from Beynon Sports' manufacturing facility; and (iii) Remaining balance of ten percent (10%) upon substantial completion of the field, which shall be achieved when Customer is able to use the field for its intended purpose, even if punch list items remain and the Certificate of Completion has not been executed by Customer.
- c) Accounts overdue beyond 30 days of invoice date will be charged at an interest rate of 10% per annum.
- d) Beynon Sports requires a minimum of 21 days after receiving a fully executed contract or purchase order and final approvals on shop drawings to manufacture, coordinate delivery and schedule arrival of installation crew. Under typical field size and scenario, Beynon Sports further requires a minimum of 28 days per field to install the Product subject to weather and *force majeure*.
- e) Beynon Sports requires a suitable staging area. Staging area must be square footage of field x 0.12, have a minimum access of 15 feet wide by 15 feet high, and, no more than 100 ft from the site. A 25-foot wide by 25-foot long hard or paved clean surface area located within 50 feet of the playing surface shall be provided for purposes of proper mixing of infill material. Access to any field will include suitable bridging over curbs from the staging area to permit suitable access to the field by low clearance vehicles. Staging area surface shall be suitable for passage with motor vehicles used to transport materials to the site and/or staging area. Beynon Sports shall not be liable for any damages to the staging area or its surface unless such damages are caused by Beynon Sports intentional misconduct or negligence.
- f) This proposal is based on a single mobilization. If the site is not ready and additional mobilizations are necessary, additional charges will apply.
- g) Upon substantial completion of the project as outlined in the contract documents, the Customer shall sign Beynon Sports' Certificate of Completion in the form currently in force; to accomplish this purpose, the Customer will ensure that an authorized representative is present at the walk-through to determine substantial completion and acceptance of the field, which may include a list of punch list items.
- h) Beynon Sports shall not be a party to any penalty clauses and/or liquidated damages provisions.
- i) Beynon Sports shall be entitled to recover all costs and expenses, including attorney fees, associated with collection procedures in the event that Beynon Sports pursues collection of payment of any past due invoice.
- j) All colors are to be chosen from Beynon Sports' standard colors.



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July 21, 2023



## Banks School District

## Bond Pre-Referral Proposal

### **STRATEGIES 360 OREGON**

240 North Broadway, Suite 215  
Portland, OR 97227

Bobby Schueller  
Director, Strategic Communications  
C: 541-990-3446  
bobbys@strategies360.com



STRATEGIES360.COM

## The Challenge

### **A Winning Approach.**

Strategies 360 is delighted to present our proposal to assist you in achieving a significant milestone for your district: the successful passage of a school bond measure in November 2024. Recognizing the challenges posed by historical voting patterns, our aim is to work closely with your team and develop a comprehensive strategy that resonates with voters, addresses their concerns, and secures the necessary support for this crucial initiative.

The Banks School District has demonstrated its commitment to providing quality education and fostering a nurturing environment for its students. However, the recurrent rejection of school bonds by voters in the past presents a formidable challenge. We understand that the last school bond passed in 2012 by a narrow margin, emphasizing the importance of a well-executed ballot measure to achieve success this time around. Building on our expertise in strategic communication, public engagement, and community outreach, our proposal outlines a multifaceted approach that will help you overcome these hurdles and garner support for the upcoming bond measure.

Together, we will craft a compelling narrative that highlights the district's accomplishments, addresses previous concerns, and conveys the urgent need for investment in the future of Banks' students. By mobilizing an inclusive and transparent campaign, leveraging targeted messaging and our collective experience, we are confident in our ability to achieve a positive outcome in November 2024.

## Our Approach

### **Collaborative. Thoughtful. Effective.**

Strategies 360 has built a reputation for running smart, effective, and efficient ballot measure campaigns, particularly bond and levy campaigns. Below, we outline our recommended approach for assisting Banks School District in both building the bond pre-referral strategy, and building the case for approving the bond.

Our team has extensive experience working with local jurisdictions in the pre-referral phase to ensure that your funding needs are well-understood by the community, and a measure that lands on the ballot is clear to voters and starts with solid support.

We strongly believe in this early work with Banks, which can include bolstering internal communications, conducting research, drafting ballot titles, summaries, and explanatory statements, coordinating citizen oversight and advisory groups, mapping out a community engagement strategy, and building early support amongst opinion leaders.

We also recognize that your team is likely already at capacity with the important work of running Banks School District. Strategies 360 is ready to step in and coordinate with staff already working on bond pre-referral development and provide support for the entire team — keeping all of the moving pieces coordinated from now through the referral vote and filing of paperwork with the county elections office.

## Scope of Work

### Pre-referral Planning

Following a kick-off meeting, we will develop a pre-referral plan that includes:

- > **Guidance on which ballot to target**, if Banks SD is considering more than one election.
- > **An electoral landscape scan**, outlining other races and/or measures we anticipate will also appear on the ballot.
- > **A timeline outlining key milestones from now through Election Day**, including:
  - o Banks SD finalization of a bond measure package and any related opinion research or other community engagement
  - o Legal counsel and finance review of a draft bond measure package
  - o Drafting and finalizing a ballot title, caption, summary, and explanatory statement
  - o Referral vote
  - o County elections office filing deadlines

- Where applicable, Tax Supervising and Conservation Commission (TSCC) review and notice requirements
- > **A high-level community engagement strategy**, designed to build trust and galvanize support for the bond measure.
- > **A high-level communications plan**, outlining tactics and timelines for putting the Banks' communications tools to work on this bond, as well as content ideas—from success stories of past MEASURES to the current funding needs and the Banks SD's approach to fiscal accountability.
- > **Clear roles and responsibilities** for everyone working on the bond measure in this pre-referral phase, to keep us all in sync and on track.

This plan will be an ongoing reference tool for everyone at Banks SD working on this bond.

## Pre-Referral Plan Implementation

The Strategies 360 team will work with your team to implement the pre-referral plan.

Typically, we take the lead on the following items, working closely with your team to ensure we are all on the same page every step of the way. We are also flexible, and can pivot into a support and strategic advice role on items where your team would prefer to take the lead.

Our team's primary roles in this phase include:

- **Advising on opinion research:** Opinion research plays a valuable role in the pre-referral phase, and we almost always recommend budgeting for a poll of likely voters, particularly when introducing a new or increased tax. Whether we end up working with our in-house team (see below) or another opinion research firm selected by the district, we will advise on how to get the most out of research, ensure the questions voters are asked will deliver actionable insights, and help interpret results as a measure is finalized.
  - Strategies 360 has an in-house opinion research team that has built a winning reputation in Oregon and across the West, with extensive experience polling likely voters regarding bonds, levies, and other tax measures; we can provide a quote for their services. We have also advised districts who opt to solicit several opinion research proposals.
- **Advising on framing what the bond will fund:** We will work closely with you to build a package that is aligned with Banks SD's needs, what we've learned from opinion

research and other community engagement, and what voters are most likely to support.

- **Advise on ballot title and measure language:** We will help the district craft a ballot title and related measure language (ie, explanatory statement) that meets word count and other legal requirements, accurately conveys the districts' needs, incorporates advice from legal counsel, and is clear and compelling for voters.
- **Develop a message framework:** We will develop a succinct and compelling message framework that explains the issues, the background, the current funding and district needs and why it matters for students and student success, utilizing research-based messages as appropriate. This message framework will include key messages, an elevator pitch and talking points, and be the basis for other communications materials.
- **Build out an engagement strategy:** We will work with Banks SD's team to outline constituencies—including families, staff, community members, PTSA, elected officials, business leaders and the many diverse communities in Banks—and opportunities for effective outreach and engagement through the referral vote—and potentially through the election, as the district's capacity allows. This can also include developing a workplan and agendas for any advisory bodies that will weigh in on the bond.
- **Brief or present to Bank School Board Members and/or district leadership as needed:** Our team can take the lead or support the school district's staff on briefings or presentations to key decision makers, including any advisory groups convened specific to a referral process. On previous referral projects, we have walked through pre-referral timelines and milestones, presented opinion research or community engagement findings, and worked with decisionmakers to discuss and find consensus on what will be referred to voters.
- **Develop additional communications content:**
  - **Website:** We will work with your team to develop a measure-specific page on your website, advising on overall content, and drafting content where needed.
  - **One-pager, newsletters, social media:** Using the communications plan as our guide, we will draft or advise on pre-referral content for Banks communications team to utilize in Banks SD's channels, including a measure one-pager, social media content, newsletter blurbs, and a presentation deck.
  - **As needed, post-referral paid communications content:** If Banks SD's resources allow for post-referral communications tools such as direct mail or

paid social media, Strategies 360 can also draft or advise on content that is compliant with ORS 260.432 (Restrictions on Political Advocacy by Public Employees). We can also advise on or manage the Secretary of State's Safe Harbor process to secure a disclaimer for post-referral content.

- This proposal assumes the district's communications staff will lead on related design and production and will push out content. If the district needs support in these areas, Strategies 360 can outline a supplemental scope.

## Post-Referral

Following a referral vote, our team typically stays on board through the final elections filing deadline, and takes the lead on:

- **Managing elections forms and filings:** We will ensure the County elections office is aware of a pending referral, and will submit required filings (ie, SEL 801/802/803/805) in accordance with deadlines.

Often, we part ways with a district at this point, and transition into working with elected officials and/or community members who form a PAC to support a measure. However, some districts prefer to keep us on board through the election to directly manage the Safe Harbor process for communications materials, manage production of paid communications, and/or support the district with any emergent communication needs, in accordance with restrictions on political advocacy (for example, preparing to appropriately participate in an editorial board meeting or respond to a media inquiry). We can provide a supplemental scope tailored to your needs, as requested.

## A Record of Success

Strategies 360's Oregon team has secured voter approval of more than \$10 billion<sup>1</sup> in local investments for cities, counties, school districts, community colleges, special districts, and other jurisdictions. For most of these measures, we led both the pre-referral work and acted as general consultant for the PAC campaign; in a few, we focused on campaign strategic communications, delivering both paid and earned media as part of a larger team. We're proud of all of these wins, which include:

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<sup>1</sup> For measures with a permanent tax mechanism, this total includes only the first 10 years of revenue.

- **Back-to-back approvals of a bond and a levy for Beaverton School District in 2022.** In May 2022, Strategies 360 helped the Beaverton School District refer—and a PAC campaign pass—a \$723 million bond package to repair, rebuild, and modernize schools and facilities. Voters were asked to increase their tax rate by approximately \$0.25 per \$1,000, and they approved the measure with more than 54% support. That November, Strategies 360 helped the district ask voters to renew an operating levy that raises approximately \$205 million over five years to fund more than 280 teaching positions across the district. Voters said yes again, with more than 72% voting to renew the levy—up from 56.6% support in 2014, and the strongest-ever showing for a Beaverton School District measure.
- **Portland Parks Levy:** In fall of 2020, COVID-19 parks facilities closures and a related loss in revenue had compounded Portland Parks & Recreation’s existing structural funding challenges. The City of Portland asked voters to step in and approve a new levy that would raise approximately \$239 million over five years, providing crucial operating funding for the parks system that also expanded recreation opportunities for lower-income households and helped conserve parks, nature, and clean water. Strategies 360 worked with both the Parks & Recreation team and community parks advocates to navigate the challenges of an ongoing pandemic—which impacted everything from the measure’s content and message, to voter engagement—and secure nearly 64% approval from voters that November.
- **Preschool for All Multnomah County:** Strategies 360 worked closely with then-Commissioner Jessica Vega Pederson to turn a set of task force recommendations for a universal preschool program into a ballot measure. Utilizing polling, economic research into revenue options, and the guidance of an advisory group, Strategies 360 helped shape a tiered, marginal income tax on higher-income earners to fund what the New York Times called “one of the most progressive universal preschool policies in the nation” after voters approved it in November 2020 with more than 64% support. The effort required neutralizing opposition to a new tax, and negotiating with proponents of a parallel universal preschool initiative petition campaign to consolidate into a single measure—while continuously centering a vision for high-quality and affordable preschool that prioritized families and children who had historically lacked access.

## Budget

In our experience, pre-referral work for a bond or levy can be compressed into a three to four month sprint (though we don't recommend it!) or stretched out for more than a year. However, the amount of work we do tends to be consistent from referral to referral, regardless of the pace. Rather than propose a standard monthly retainer that quickly adds up for bond or levy referrals on a longer timeline, we structure our bond and levy pre-referral work with package pricing.

Whether we work together for three months or a year and a half, our standard rate for the consulting scope outlined above is \$30,000. We offer a small jurisdiction discount of 10%, and propose \$27,000 for Banks School District.

We are flexible in how this is invoiced. For example, we can break that down into equal monthly invoices or an alternative installment schedule.

## Our Team

Strategies 360 Oregon offers the best qualities of both a large firm and a boutique agency. With any of our state offices, we can provide the attention, accessibility, and personalized service of a small shop. Our team of more than 160 professionals outside our Oregon office allows us to tap a range of experience and resources befitting of a national firm.

The scope of work outlined in this proposal will be led by Amy Ruiz, with support from Bobby Schueller and Alex Blosser.

### **Amy Ruiz**

*Senior Vice President, Oregon*



Amy brings the experience and leadership of a 20-year career in journalism, communications, campaign direction, and public policy to Strategies 360's team, offering strong tactical and strategic messaging counsel.

In her time at Strategies 360, Amy has led Oregon's ballot measure practice, including the campaign to create Preschool for All in Multnomah County, the statewide effort to defend funding and access to reproductive healthcare for lower income Oregonians, and more than a dozen bond, levy, and other tax measures that have

Previously, she served as chief of staff and communications director to Portland Mayor Sam Adams, and deputy campaign manager and communications director for the Oregon United

for Marriage Campaign. Her strong working relationships with Pacific Northwest reporters and editors stem from her experience as a news editor and reporter in Portland and Seattle.

## **Bobby Schueller**

*Director of Strategic Communications and Government Affairs, Oregon*



Bobby serves as the Director of Strategic Communications and Government Relations in the Strategies 360 Oregon office. With a background in legislative affairs, education and entrepreneurship, Bobby provides clients and team members across Oregon with distinct insights that can only come from working with lawmakers and directly in public

education. Bobby brings a rich set of skills including communications, strategy, and government affairs to deliver a host of solutions for client's projects.

Prior to becoming a member of the S360 team, Bobby served in various roles with Oregon state Senator Sara Gelser, including Deputy Field Director for her Senate campaign, Legislative Assistant, and then as Chief of Staff, where he specialized in advising on Education and Workforce policy. Prior, he served as Legislative Assistant for Sara Gelser when she was State Representative and the House Chair of the Education Committee.

Most recently, Bobby taught High School in the Salem Keizer Public Schools District. Bobby's experience in public education developed his skills and knowledge of K-12 education practices and policies. He has distinct experience advising school board campaigns and policy, campaign and messaging strategy, and campaign field strategy for public institutions. His blended experience as an educator and in the halls of the Capitol in Salem means clients will get a patient, knowledgeable strategist with the ability to understand the complex issues facing Oregon and, importantly, the skills to bring people together to help solve those issues.

Bobby received his Bachelor of Science in Education from Western Oregon University. In 2015, Bobby and his wife joined together with another family to form The ALS Shootout, an annual charity golf tournament created to raise money for the ALS Association to help fund research to find a cure.

In Bobby's words, he has "yet to find a better place in the world than the PNW!" and finds himself spending time in his absolute favorite places – Neskowin and Bend.

## Alex Blosser

Associate, Oregon



Alex serves as an Associate in Strategies 360's Oregon office, supporting the team's various projects and ensuring the office runs smoothly day-to-day. With a background in Oregon politics starting as a youth campaign volunteer, Alex developed expertise in records management, research, and data analysis and statistics. In Oregon, Alex supports clients with bill tracking, research, and scheduling.

Prior to S360, Alex worked as a legal assistant, providing administrative support for civil proceedings. During the 2022 midterm elections, Alex worked for the Democratic Party of Oregon recruiting and managing volunteers for state and local races. Alex's team canvassed hundreds of doors and made thousands of calls weekly, building and maintaining relationships across Oregon neighborhoods.

Alex is a graduate of Oberlin College with a B.A in Psychology and Economics, with a focus on statistical analysis. While in college, Alex led the Oberlin Forensics Team.

Alex is a lifelong Portland resident with a passion for the environment, who loves the climate and natural beauty of Oregon.

## Next Steps

Thank you for your consideration of this proposal. Please feel free to contact Bobby at 541-990-3446 or [bobbys@strategies360.com](mailto:bobbys@strategies360.com) with any questions or concerns.

# About Strategies 360

## Our Calling is to Drive Lasting Positive Change.

At Strategies 360 we shape business, politics, and culture through collaboration, innovation, and an entrepreneurial spirit. Our full-service model offers public affairs, communications, research, marketing and strategy all under one roof. We provide an integrated and collaborative approach for our clients' most important projects bringing together local expertise with top tier creative and strategic talent. No matter where we're working, we get the win.

With 22 offices in 13 states, Washington D.C., and British Columbia, Canada, our Strategies 360 team of 170+ professionals bring decades of experience and results that help clients advance their goals. With experts drawn from the worlds of government, politics, the news media, quantitative and qualitative research, advertising, marketing, and design, we provide a wide range of services and sharp strategic thinking that gets results.

- **Government Relations:** State, Federal, and Local Strategy, Policy and Lobbying
- **Communications:** Strategic communications, media relations, crisis communications, spokesperson training
- **Public Affairs & Advocacy:** Initiatives & campaigns, coalition building, bonds & levies, siting & permitting
- **Marketing & Advertising:** Brand & creative strategy, advertising and marketing, videography, graphic design, copywriting, media buying
- **Web & Digital:** Website design & development, digital marketing, social media, online reputation management
- **Multicultural Engagement:** Diversity, equity and inclusion (DEI) community outreach, strategy, communications and implementation, Spanish translation, and contextual research

Learn more about our work and teams at [www.strategies360.com](http://www.strategies360.com)

